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SEPTEMBER 15, 1933

SEP 15 1933



The Magazine for
MARKETING EXECUTIVES

SALES *management*

A Frank Talk to Salesmen About NRA

By Saunders Norvell

Censuring Defamers,
Kings Beer Wages
Purity Campaign . . .

Spot News on NRA

TWENTY CENTS

Go west, for Sales,

Now, at this present time, no other part of the country is showing more phenomenal evidence of Recovery than California. The reason is simple . . . California is an empire of basic resources . . . of agriculture, of fuel, of raw materials. When business *anywhere in America* feels even a slight stimulation, the resources of California respond like a thermometer moved into the sun.



The SOUTHERN California Market

America's vegetable and fruit garden; its foremost oil supply; the center of the highly paid motion picture industry; a vortex of industrial activity.

Within the five cities and 154 smaller communities that make up the market (with Los Angeles as its heart) live 890,000 families who buy from 44,000 retail dealers.

In the HOMES of these families 192,000 copies of the LOS ANGELES EXAMINER are read daily, and 429,000 on Sunday . . . the largest HOME DELIVERED circulation in the market, and, therefore, the most valuable as a BASE PAPER.

In addition, the motion picture industry is now embarking upon a hugely expanded program . . . and four of the world's greatest engineering projects are under way; Boulder Dam, the Colorado Water Supply Aqueduct, the Golden Gate Bridge, and the Oakland-San Francisco Bridge; pouring their millions for food, clothing, and materials into Los Angeles and San Francisco.

Foremost among the means for capitalizing the sales opportunities of Southern California is the LOS ANGELES EXAMINER . . . with the largest HOME DELIVERED circulation in the area and, therefore, the most potent as a marketplace.

Ask the Boone Man for details of recent marketing successes.

LOS ANGELES EXAMINER

THE LARGEST HOME DELIVERED CIRCULATION
IN THE SOUTHERN CALIFORNIA MARKET

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION

Go West...

To sell California it is essential to *understand* California . . . To realize that this enormous territory is divided into two, and only two, market areas . . . that of the South depending upon Los Angeles for its jobbing facilities . . . and that of the North looking to San Francisco . . . To realize that goods are distributed under totally different conditions from eastern or mid-western markets . . . that the key cities of the two great

areas account for *less* than *half* of their total purchases . . . and that an advertising job is only *half done* unless you use newspapers that influence the entire state.

In the SOUTHERN California market the LOS ANGELES EXAMINER furnishes a sound basis for coverage.

In the NORTHERN California market the SAN FRANCISCO EXAMINER has to its credit sales successes which prove its soundness as a Base paper and which prove that HOME DELIVERED CIRCULATION (in which the Examiner excels) is essential to sales.

Ask the Boone Man to show you how California is different from all other markets.



The NORTHERN California Market

An empire of timber, metals, agriculture and manufacturing, consisting of eight cities and 144 smaller communities with an annual purchasing-power of well over a Billion dollars.

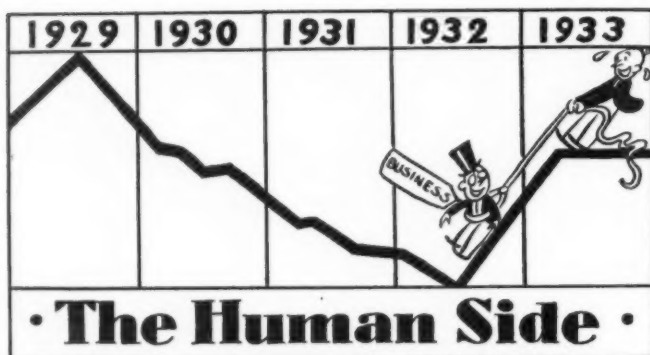
San Francisco, the industrial center of the Northern California Market, is responsible for distribution to the dealers who feed and clothe 725,000 families.

In 167,000 of these families, the SAN FRANCISCO EXAMINER is an inseparable part of daily life; and in 368,000 each Sunday . . . by far the largest HOME DELIVERED circulation in the market and, therefore, the most valuable as a BASE PAPER.

SAN FRANCISCO EXAMINER

THE LARGEST HOME DELIVERED CIRCULATION
IN THE NORTHERN CALIFORNIA MARKET

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION



Frayed Pants and Fat Pocketbooks

Back in 1929 Joseph Costello was so busy selling cars and making money in Mt. Vernon, New York, that he hadn't even time to buy a new suit. Finally, when his clothes were wearing almost threadbare, his wife insisted that he replenish his wardrobe. So he marched off to one of the snootiest clothing establishments on Madison Avenue in Manhattan to purchase three suits.

The salesman who met him evidently noticed that Costello's suit was frayed and shiny and so made the snap judgment that here was a prospect not worth bothering about. When Costello asked to see a certain type of suit, the salesman vowed he didn't have it. Soon it was evident that it was too difficult to get any service out of this salesman, so, rightly enough, Costello walked down the block to Tripler's.

This time he found a real salesman—one who couldn't do enough for him. Costello bought three suits, totaling \$260. Since then he has bought six other suits at Tripler's.

Being of an inquiring mind, Costello reflected on the two types of salesmanship. Then resolved in his own selling work always to give the prospect the benefit of the doubt. Costello during the last year has led all other Plymouth retail salesmen in the United States in automobile sales volume—and you'll find an interview with him in a forthcoming issue of SALES MANAGEMENT.

We can't help wondering if the salesman who turned Costello down as a poor prospect is the leading salesman at the first clothing establishment.

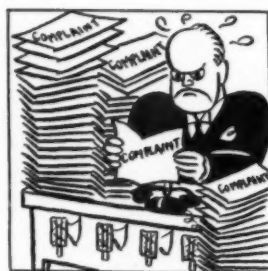
Mussolini Handles a Complaint

A well-to-do woman who resides in a suburb of Philadelphia bought a lot of antique furniture from a dealer on a visit to Rome. To her experienced eye the stuff looked like good value. She paid cash down and ordered the furniture delivered to her home.

When it arrived, however, she discovered it to consist of clever copies of the pieces for which she had paid. Of course she was angry—the more so because Philadelphia is a long distance from Rome and the chances of rectifying matters seemed proportionately slim.

As women often do at such times, she wrote a letter. She addressed it to Benito Mussolini. Probably she did not expect Signor Mussolini to read it—dictators getting even more complaints, probably, than railway claim agents. But the mere act of complaint to one of so much prominence acted as balm to her bruised soul.

Two weeks later her telephone rang. The operator announced that Rome was calling. Then a man at the other end of the wire explained that he was Signor Whosis, Such-and-so functionary in



the Italian Government. He was calling, he said, at the request of Signor Mussolini.

Mussolini, it appears, had not only received and read the woman's letter, but had caused the complaints to be investigated and had found them justified. The right furniture, the caller stated, would be shipped prepaid on the next boat. And the Italian Line had been instructed to call for the wrong furniture and return it, collect, to the dealer.

The customer be pleased, says Il Duce.

From Worm Holes to Big Business

The idea of perfecting a way to make imitation worm holes has developed into as unique a business as you'll find anywhere in either hemisphere. The father of the idea is a man by the name of Everett Worthington, who lives in Chicago.

Out of Worthington's study of methods by which the finest of bas reliefs and carvings in wood could be reproduced down to the last hair-line and chisel mark, has come a technique of reproduction which has lately been applied to advertising display. In 1929, when he perfected his ideas and processes, Worthington was just beginning to build a nice business on imitation antiques when the depression came along.

Even this cyclone, however, failed to stop him from selling some two and one-half million dollars' worth of the stuff before the bottom dropped out of furniture values. Then the business took a new turn.

Worthington's original three ideas were these: he had thoughts concerning the bending of veneer panels for artistic merchandising displays and backgrounds; 2. he had ideas for reproducing fine old wood carvings on a commercial basis—a wood embossing process, to be exact; and 3. he had a scheme for a new treatment for advertising and window display letters.

With necessary backing he worked out, at an expense of about \$200,000, and in commercial league with the Haskelite Manufacturing Corporation of Grand Rapids and Chicago, a plan for turning these ideas into money.

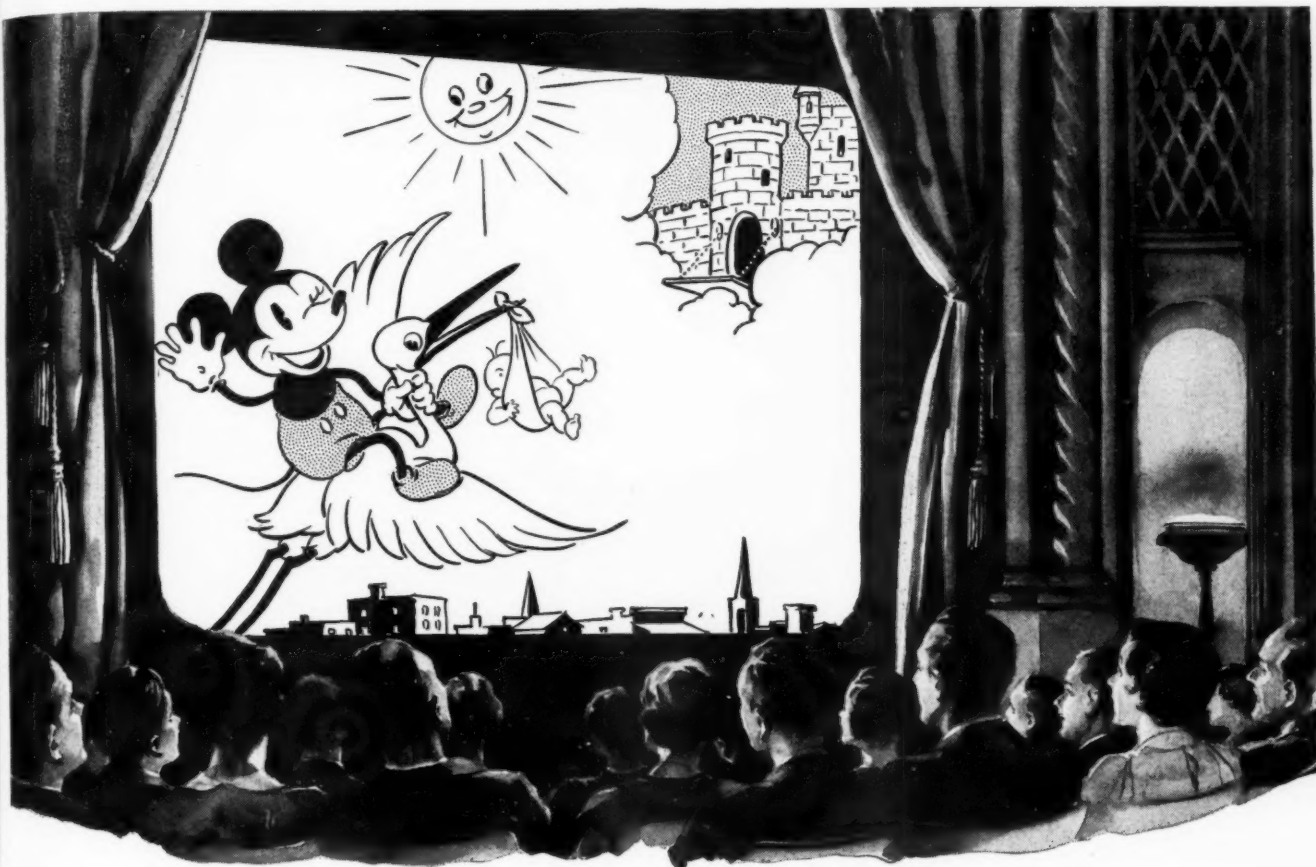
He sold General Motors on using some of his materials in automobile shows—backgrounds and lettered signs of 13-ply laminated veneers, two inches thick and metal faced. Strips of walnut, very dark, with white birch, gave contrast. GM, pleased, commissioned him to do the interior for their building at the World's Fair. The Coca Cola displays there are also his handiwork.

The wood-embossing idea, marketed under the name "Karvart," has found a field in window displays and merchandising background where light weight and strength are desired with ornamentation. Previous to this time, it is said, the use of veneers had precluded all but flat surfaces. Mr. Worthington found a way to turn out rock and shell motifs, wreaths, flowers, human figures, compound curvatures, and other imaginative bits of craftsmanship. "Karvart" found an industrial market, too—among radio manufacturers particularly, and clock manufacturers and furniture manufacturers. It has been used by G. E., Westinghouse, Sangamo Electric Company, and Story & Clark, among others.

Not being hampered by any limited imagination, Worthington began to find other markets—wall finishes for offices; vases in natural wood with metal facing for florists' displays; panel work in lobbies and studio interiors, and so on.

Regarding Mr. Worthington's worm holes—he says, "I am not proud of my ability to reproduce worm holes. I consider putting worm holes in new furniture rather shoddy business—a deceit which gives me no pride. My worm hole is merely an incident of reproduction. If you mention my worm hole at all, get me out of it. Don't leave me in."

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Where's Mickey Mouse tonight?

WELL, there's a way to find out, Jane and Billy. Look at the movie calendar in *Chicago's* greatest directory of fun—the *Chicago American*.

"Look up a good movie in the *American*" is a slogan and a habit in more than 400,000 Chicago homes. And the reason is the *Chicago American* carries more motion picture advertising than any other daily newspaper in Chicago.

* * * *

Let the manufacturer analyze the American market as the amusement advertiser does. Here are well over 400,000 Chicago families. They are younger families than the average in Chicago because the *American*, in every department and in every fea-



ture, is edited for "those who are or who think under 40."

These younger families naturally go more, seek amusement, entertainment.

They are the movies' best customers.

For the same reason *they are the manufacturer's best customers*. More active living—socially, in sports, and amusements—increases their wants. They have a greater urge to spend.

And remember this: Necessities are bought first, diversions afterward. If over 400,000 *Chicago American* families are the best daily market for amusements there can be no doubt of their ability to buy food, clothing, furniture and other merchandise.

* * * *

To manufacturers: *Chicago American* families will spend \$500,000,000 for merchandise in the next twelve months. Only through regular use of the *American* can this enormous market be effectively cultivated.



CHICAGO AMERICAN

a good newspaper

and A MIGHTY MARKET FOR MERCHANDISE

National Representatives: Rodney E. Boone Organization

SALES management

Vol. XXXIII. No. 6 September 15, 1933

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So it should be laid down that this dwelling upon the worm
hole is merely to picture the veracity of Worthington's repro-
ductions, which are now possible in volume. The original worm
hole, of course, is a one-worm job.

Records Ride Back on Hill-billy Tide

Set all a-twitter a week or so ago by the rumor that a near-dead
industry was showing signs of gaining back a generous measure
of health, we hastened over to see Harry Neu, vice-president
of the Brunswick Record Corporation, to ask if it were really
true that phonograph record sales were showing astounding in-
creases.

It certainly is true, Mr. Neu said emphatically, pointing to
an increase for the most recent month running between 60 and
70 per cent ahead of the same
period of 1932.

It was beginning to look as
though the record business had
been dealt a death blow by the
radio industry. Popular songs
were "killed" almost as rapidly as
harassed composers could turn
them out. Radio owners, having
heard "Goodnight Sweetheart"
bleated, crooned, hummed and
played anywhere from four to
fourteen times during a rainy
Wednesday evening at home, were in no mood to purchase a
record—even if they had a phonograph on which to play it.



Mr. Neu has never faltered in his belief that records would
stage a come-back when purchasing power again increased. He
does not believe that total decline in record sales was chargeable
solely to radio, and, by way of support for this belief, points
out that while there probably were not more than 10 per cent
more radios in use in 1932 than in 1929, record business was
"off" in '32 by a full 90 per cent. Now, with Blue Eagles,
higher prices, more employment, and a generally strengthened
market, records are staging a rapid revival.

One of the interesting phenomena of record sales during the
past year has been the popularity of hill-billy songs. Used over
the radio only enough to arouse an interest on the part of the
public, this type of music has been outselling all others for
Brunswick. "Twenty-one Years," one of the favorite hill-billy
tunes, outsold "Goodnight Sweetheart" (generally regarded as
holding the long-distance record during the same period for
sentimental music) by five to one.

Get 'Em Coming and Going

When the American Radiator and Standard Sanitary Corpora-
tion took exhibit space at the Chicago World's Fair, they put
it up to Raymond Hood, architect, and George Sakier, design
counsel, to squeeze the maximum amount of effectiveness out
of two floors of space. The second floor of exhibit space is
always a problem; you have to resort to all sorts of strategy
to cajole visitors to climb to the second story to expose themselves
to the sales showmanship you've spent good money on.

Hood and Sakier resolved that *their* client wasn't going to pay
for waste space if *they* could help it. So Sakier conceived a
scheme whereby visitors entered the building at the second story,
and walked *down* inside the building. It's a sort of one-way
street arrangement, in which you have to pass everything the
exhibitors want you to see before you can get out again.

Outside the building Hood has designed a beautiful ramp,
ascending in easy stages to the second-story level. The ramp
is made inviting by vistas of a romantically landscaped garden
on one side, and glass-enclosed exhibits of luxurious modern
bathroom settings on the other. As you enter the building, you
find yourself on a balcony facing a panoramic view of the entire
exhibit, and you walk down to get a close-up of the objects
the Corporation wants you to inspect.

And the beauty of it is that visitors would never suspect that
American Radiator and Standard Sanitary Corporation had gently
but firmly arranged it so that no part of their exhibit could
possibly escape the attention of potential customers.



Where READER INTEREST means Advertising RESPONSE

For a year and a half the New York Herald Tribune has been running a series of beauty articles on one of the inside pages of the Sunday Society Section. These articles, based on some method, preparation or treatment for the protection or enhancement of beauty, have shown a really remarkable record for interest.

During the eighteen months that they have been running the Herald Tribune has received 91,458 inquiries about them—a demonstration of the keen interest and faith that women have in this newspaper. Yardley & Co. is an example of one advertiser who has capitalized this interest in beauty. Christmas sales, following a page in Herald Tribune Colorgravure, were larger than in any other year in their history. This

year the Herald Tribune is carrying 8 full pages of Yardley in Colorgravure.

Beauty is not the only subject which brings inquiries for where-and-what-to-buy information. *Because the Herald Tribune is alive to all of the things that interest women today*, features on fashions, food, home-making, gardening, bring in many thousands more.

* * *

In the Herald Tribune your advertising appears in the company of sound, well written and well read features. It shares the responsiveness and the faith that these thousands of women have in the newspaper they read. Address any of the offices below for more information about Herald Tribune reader response and advertising results.

NEW YORK: Main Office, 230 West 41st Street • CHICAGO: John B. Woodward, Inc., 400 North Michigan Avenue • DETROIT: John B. Woodward, Inc., 6-255 General Motors Bldg. • BOSTON: Carroll Judson Swan, 926 Park Square Bldg. • SAN FRANCISCO: John B. Woodward, Inc., Russ Bldg. • PARIS EDITION: The New York Herald, 21 Rue de Berri

NEW YORK
Herald Tribune

"Man Was Created October 23, 4004 B. C. at nine o'clock in the morning!"

FROST and famine were preferred by the Pilgrims . . . Malaria and massacre were the costs to the Cavaliers . . . all to avoid a motherland that wouldn't change its thinking.

So wrapped up in the traditions of a thousand years was the England they left behind them that no less a personage than Dr. John Lightfoot, Vice Chancellor of the University of Cambridge and undoubtedly one of the most eminent scholars of all time, published as his *magnum opus*:

"Heaven and earth, centre and circumference, were created all together, in the same instant, and clouds full of water . . . This work took place and man was created by the Trinity on October 23, 4004 B.C., at nine o'clock in the morning."

Yet, while indulgently pointing out that astronomical formulae, architectural principles and cosmetic recipes unknown even to the learned Dr. Lightfoot were occupying the attention of a great civilization along the Nile exactly at Dr. Lightfoot's hour of Creation—many a modern scholar still preaches that the cosmic ray theory, the vitamin table and the prediction of the decline of modern civilization are infallible!

ALL history is nothing more nor less than an account of the conflict between those who have settled the affairs of the world to their own liking and those who don't particularly like the way that those affairs have been settled.

In the field of modern journalistic opinion, for example, Liberty was condemned by some when it emphasized the potential leadership in Franklin D. Roosevelt long before he had become a serious contender for the Democratic nomination.

Liberty was criticized by others when it published a signed statement by Adolph Hitler outlining all the policies that he intended to—and subsequently did—put into effect, nearly a year before the civilized world took his dictatorship aspirations seriously.

Liberty announced Alfred E. Smith's repeal plan which was subsequently hammered into the Democratic platform, prophesied Roosevelt's dictatorship ideas in a series of articles by Colonel House and dramatized the Back-to-the-Land movement which culminated in the twenty-five million dollar appropriation under the National Recovery Act to support that movement.

FOR all of these and many other expressions of its Liberal editorial policy, Liberty was, at the time, attacked by the traditional stand-patters.

Yet, today, more men and women come back again and again and ask for Liberty every week than for any other magazine.

Three exhaustive investigations by as many independent experts, covering over two years, prove beyond doubt that Liberty is read *more thoroughly* than any other popular magazine.

Of the best read editorial features, more are *non-fiction* in Liberty than in any other general weekly.

And that thorough, thoughtful reading is found to extend from the editorial pages to the advertising columns . . .

Today, with liberalism the very keynote of our existence, no publisher—and no advertiser—can afford to insist that the world was created at "nine o'clock in the morning"!

The open mind and the eye on the horizon are the one way back to prosperity. Liberty, as the journalistic keynote of popular liberalism, asks, what other advertising medium can give your product a more sympathetic background? What other banner can do so much to bring the exiled patronage of the Pilgrims and Cavaliers back home?

DR. E. F. DAUGHERTY
MUNCIE, INDIANA

President, Izaak Walton League of America

DR. DAUGHERTY WRITES TO LIBERTY:

"I MUST say, I like Liberty because it so consistently justifies its name in the general line of 'expostulating' and prophesying. It is, week after week, provocative. Liberty very decidedly is contributing constructively."



DR. ANDREAS BARD
KANSAS CITY, MISSOURI

Pastor, St. Mark's Church, Kansas City, Mo. Author: The Dawn of Tomorrow and Other Lectures; In Memoriam; Your Flag and My Flag; The Trail of the Covered Wagon; The Bride of Bagdad; Seven Ages of Man.

DR. BARD WRITES TO LIBERTY:

"I AM glad you are not merely critical, liberal, progressive, but also constructive. The wrecking crew has its place, so has the construction gang. It takes less genius to be a destroyer than to be a builder. Liberty is not Nihilism and I congratulate your writers on their contributions to progress rather than on their criticisms of past errors."



A. C. WILLFORD
HOUSE OF REPRESENTATIVES

District: 3rd District, Iowa. Committees: Merchant Marine, Radio, and Fisheries; Enrolled Bills; War Claims.

CONGRESSMAN WILLFORD WRITES TO LIBERTY:

"I HAVE many times read with a great deal of interest various articles regarding political situations and other world matters written by very able men and in a short concise manner. These articles were indeed interesting and I believe educational to anyone who will take the time to read these short sketches.

"It is my usual weekly routine to investigate the articles in Liberty and selecting from time to time articles which I think interesting. I fully believe that Liberty is fulfilling a duty to the American public in giving out this information."



Significant Trends

As seen by the editors of *Sales Management* for the fortnight ending September 15, 1933:

Hogs and the NRA

is to take these off the market and to distribute them among the needy. The immediate effect of the operation has been a weakening in the open market price of hogs, and with adequate stocks in storage and a great quantity to be distributed gratuitously in the months lying immediately ahead, it is difficult to see how prices can be expected soon to make any marked progress on the up sign.

• • • We devote this space to hogs because what is happening there is typical of many of the Governmental projects. There is inevitable conflict between present good and future good, and it is a real scheme indeed which will work well at all times. There is every reason to believe that the Government slaughtering program will be resolutely carried out—and that it will be reflected in higher market quotations next year, or after the existing surplus has been cleared away.

• • • It is much the same with NRA codes. Right now the average business man doesn't know where he stands. He sees his costs going up—he *hopes* his sales will increase. He has been forced to accept doctrines and plans which are strange and foreign. He has been forced to make immediate cash investments in higher wages and higher prices for the things he buys. He can't be blamed now if he is puzzled and bewildered, and in a "show me" spirit.

• • • This stage of uncertainty was inevitable, but it will pass soon. Things will either get a lot better or a lot worse in a few months. Soon we won't be hearing so much about codes—they will be just one of the accepted methods of doing business and our buying and selling operations will have been adjusted to the new prices and new rules of practice.

• • • As soon as we all realize that the codes are with us, and are with us to stay for at least two years, we will knuckle down to making the best of them because we will know that the alternatives are far worse.

The Pulse of Business

normally from July to August. However, the trend since March has not conformed to seasonal indications. Normally from March to July business drops by 9 per cent, but this year a gain of 36.8 per cent was recorded.

• • • The Fisher Index of all commodity wholesale prices reached a new high of 70.8 (1926 equals 100) for

The Government is buying hogs—it contemplates the purchase of some 5,000,000, of which a fifth are sows carrying some 6,000,000 unborn piglets. The idea

the week ending Labor Day. The purchasing power of the wholesale dollar is now down to 141.3 as against the March high of 141.7.

• • • A tapering off of business during late August and early September is seen in some industries; in others, gains:

Car Loadings: The greatest increase over a comparable 1932 week was experienced July 1 when the gain was 29.8 per cent. Since then the rate of increase has declined progressively with only three breaks.

Steel Production: From a high of 59 per cent of capacity in July, operations have declined to about 45 per cent, with little demand from the heavy industries. U. S. Steel Corporation's unfilled tonnage was down 129,681 tons in August.

Electric Power Production: Relatively steady but with the gain of last year declining from the 16 per cent peak to about 13 per cent.

Automobile Production: Ford's September schedule is 58,000; Chevrolet, 60,000; Chrysler, 50,000. Add to this production of independents and other General Motors' units, and the total is sure to be more than 200,000.

Construction: Still at a relatively low level, but the Public Works Program is slowly gathering momentum. Heavy engineering construction contracts for the most recent week were the highest in ten weeks.

Lumber: Orders and shipments have declined to April and May levels, but production has held to the July-August weekly average.

Business Failures: Insolvencies for the week ended August 31 were at the lowest point in any full week of the year—the Dun and Bradstreet total being 311.

Advertising: Newspapers in 25 leading cities showed an average lineage gain of 16 per cent in August over last year. Fall magazine and radio bookings show large increases.

Bank debits for August were 105.3 per cent of last year.

Is This Over-Production

store sales in August were even more favorable than the July figures printed below. The country as a whole gained 16 per cent, with Cleveland Federal Reserve district gaining 42, Dallas 29, Atlanta 25, St. Louis 23, Richmond 22, Chicago 21 and Kansas City 21 per cent.

• • • Unless we admit that both retail stores and wholesale houses were overstocked with merchandise a year ago, it is difficult to get excited over the recent stories about overproduction. As we have shown monthly since January, the record of sales would indicate that more merchandise has been going out than has been coming in. In

Since the middle of August there has been a marked decline in production, but a satisfactory gain in retail demand. Preliminary estimates of department

the tabulation below we present Reserve Board figures on both sales and stocks, comparing July, 1933, with July, 1932, and the department store record shows that sales gains were made in all but two districts, but stocks on hand increased in only one. This would indicate that demand is greatly outrunning supply.

F. R. District	RETAIL TRADE		WHOLESALE TRADE							
	Dept. Stores		Groceries		Dry Goods		Drugs			
	Sales	Stocks	Sales	Stocks	Sales	Stocks	Sales	Stocks		
Boston	+ 1.0	...	+31.0	+39.4	+128.0	- 8.3	+ 5.1	-19.7		
New York	- 2.0	- 3.9	+20.1	- 6.8	+ 74.5	- 8.8	- 2.3	- 7.8		
Philadelphia...	+ 2.3	-13.4	+17.1	+ 4.8	+221.3	+68.4	+ 4.5	...		
Richmond	- 0.3	+ 0.7	+20.5	- 6.9	+136.1	+13.9	+ 2.9	...		
Atlanta	+ 4.8	-15.0	+ 7.1	-15.1	+154.1	+23.5	+ 0.8	...		
Cleveland	+12.1	-11.1	+14.1	- 5.7	+ 90.7	-16.1	+ 1.7	-14.7		
Chicago	+ 8.5	- 2.5	+16.0	+ 3.0		
Minneapolis...	+ 1.0	- 0.8	+24.0	- 8.0	+194.0	+46.0	+18.0	...		
St. Louis.....	+ 5.9	- 8.6	+17.6	- 8.1	+ 95.8	- 0.4	+ 3.6	-12.4		
Kansas City...	+ 6.2	-11.0	+13.1	+16.9	+222.7	+32.8	- 0.8	-11.9		
Dallas	+13.6	- 3.2	+ 93.5	...	+ 8.2	...		
San Francisco	+12.5	-11.2	+ 1.1		

• • • The most striking feature of the wholesale report is the extraordinary gain in sales of dry goods, without, however, a corresponding increase in stocks on hand. Since the department store inventories did not increase during the month, it seems safe to assume that the threat of overproduction continues more a threat than an actuality.

Third-Grade Tires

September promises well—with a definite increase in purchasing power, plus the knowledge that next year's automobile prices will, of course, be higher than current quotations, proving stimulants. Millions of automobiles are on their last legs, as is shown by the surprising demand for third-grade tires. Last spring the tire manufacturers eliminated these relatively unprofitable grades, but they have been forced to put them in the line again because people are not willing to buy good tires for poor cars.

• • • Early in September Goodyear Tire & Rubber Company adopted a four-day week in order to maintain a maximum volume of employment during the seasonal decline in business. Under the four-day week program slightly over 15,000 employees are working as compared with approximately 11,000 a year ago.

• • • General Motors sales to consumers in August totalled 86,372 as against 37,230 in August last year and 87,298 this July. Their sales in overseas markets are back to the levels of 1930.

• • • Movie attendance in August increased 15 per cent over 1932 and the RCA-Victor Company reports that Photophone theatre sound equipment business for the month established a new all-time high sales record. In almost every city theatres which have been closed for years are reopening.

• • • Farm income during July and August was more than one-third higher than last year. There is a decided business pick-up in farm sections, especially in the South where farmers are receiving checks for plough-

ing up their cotton. In Blytheville, Arkansas, the first 83 checks totaled \$17,992, and the county will receive approximately \$1,200,000. Merchants celebrated the arrival of these checks by running 25 per cent more advertising in the *Courier-News* this August than last.

• • • Grigsby-Grunow's August showed the heaviest shipment of radio sets since 1929.

• • • Labor Day week saw the Real Silk Hosiery Company break all sales records of 1933 and all but one week of 1932.

• • • The Timken Silent Automatic Company has supplied all distributors with a window display poster which reprints an open letter addressed to the organization on November 9, 1932, urging every member to forget political differences and unitedly support the President and the new Administration in all of their policies. Distributors are urged to display their NRA insignia in the blank space at the left of the poster, as a means of showing that their cooperation with the President was not forced in 1933, but was expressed voluntarily in 1932. During September salesmen are offered an extra 2 per cent bonus.

Inflation News

Heretofore any opposition to inflation among the officials in Washington has been kept under cover, but last week Secretary Wallace stated that inflation might put agriculture in a much worse position than it is at present—through increasing prices of the things farmers have to buy, more than the products they sell.

• • • On the other hand, two Presidential moves are definite stimulants toward inflation. One is the stepping-up of purchases of Government bonds by the Federal Reserve Banks from an average of \$10,000,000 weekly to \$35,000,000, and the other is the authorization to the Secretary of the Treasury to receive newly mined gold on consignment to be sold in the free gold markets of the world at the best price obtainable. The current premium now averages about 40 per cent. This is not *ipso facto* devaluation of the American dollar, but it is an absolutely essential initial step if ultimately the gold content of the dollar is to be officially reduced.

• • • Copper consumption is running considerably above production, and in the past few months surplus stocks of copper have been reduced by 100,000 tons.

• • • The net operating income of Class 1 railroads was 79.3 per cent higher in the first seven months than for the same period of '32, and in July the income was 469 per cent higher than last year. The higher income was traceable to heavier freight movements and a drastic holding down of expenses. There has been practically no railroad buying of rails or locomotives.

• • • Up to this time the Administration has fostered increased production and use of consumer goods, but now is considering ways and means of stimulating the capital goods industry. There is a strong possibility that the Government will finance the purchasing of railroad equipment.

Beer



1914



1933

A truly great responsibility rests on all salesmen during the coming weeks when the NRA faces its crucial tests. How every salesman can help to insure success for the great crusade is summarized here by a man whose name is known to all.



A Frank Talk to Salesmen about the NRA

BY

SAUNDERS NORVELL

*Former President,
Remington Arms Company,
New York City*

I HAVE recently been intensely interested in the "Life of General Sherman," by Lewis. It is a big work, full of the most intimate details. The author not only presents a close-up picture of Sherman, but vividly recalls the stirring times in which he lived. The outstanding impression I have gained in studying the book is how much politics had to do with the Civil War.

Poor General Sherman! On his front he was faced with the enemy, while death and uncertainty were all around him. At the same time he was worried almost to distraction by the manoeuvres of meddling, fault-finding, ambitious politicians. In one of his speeches after the war he said, "war is hell." I have no doubt that to him war was hell because of that combination of politics and fighting.

Sherman took his medicine, however. He was a soldier. His job was to fight, so he kept out of politics and remained a soldier to the end of his days.

It strikes me that today the sales manager and the traveling salesman are very much in the same position as General Sherman was. They not only have to face their regular job in

selling and distributing goods at the front, but they must also suffer many irritations from the rear as a result of the present unsettled conditions.

Taking General Sherman and his experience as my text, therefore, let me remind salesmen that no matter what the conditions are, whether good or bad, their job is *to sell goods*. And in using the expression "to sell goods" I do not mean simply to take orders. I mean selling goods in the broader sense of not only working with your customers, but of also working with your house in adjusting its selling to the new conditions.

A revolution has taken place in business. This revolution has been under way only a few months. Can anything else be expected but that some mistakes should have been made? Further adjustments must be made to correct these. When you stop to think of the enormous field covered in this country with all the ramifica-

tions of trade, you must realize that the NRA could not be reasonably expected to go over without certain inequalities, certain injustices, and, of course, a lot of irritations. These things should be expected as a matter of course by the broad-minded sales manager and salesman. You should not be stampeded, worried and discouraged because certain things have not worked out just right in your territory. You must take a bigger and a broader view.

All of us know that many merchants today are nervous and jumpy. They see their expenses increase, and possibly their sales and profits are not increasing with their expenses. These merchants, therefore, are skeptical of the success of the NRA. They are pessimistic. Some are blue and discouraged. In such cases I believe it should be the duty of the big-minded, broad-gauged salesman to encourage these merchants, to be sympathetic, to

Reprints of this article are available at a cost of four cents each, remittance with order.

tell them to be patient, to remind them that Rome was not built in a day.

To illustrate: One of the best salesmen I know, a man of wide experience, representing a very important line of goods, called on me recently.

"How are things?" I inquired.

"The feeling is very much better, business is better, and, as a matter of fact, our factory is loaded up with orders," he replied.

Let's Hold the Gains

Then he smiled and added: "But with the advance in the cost of goods, with shorter hours and higher wages, there is not much profit in this business. Our dealers all knew what was going to happen. They knew advances would take place. Therefore they have all placed orders. It will take us almost the rest of this year to complete these orders. It is true we have advanced prices on our goods about 15 per cent, but we will not derive any benefit worth mentioning from this advance this year. We have sold too much goods at old prices. However, next year the situation will be different. Our line will then be on a higher level. Our customers' inventories will be reduced. They will have to pay higher prices for the goods they buy next year."

Now, what struck me about this salesman was the fact that he talked very cheerfully. His attitude was that this situation was logical and to be expected. How could it be otherwise? After all, this increase in business—this increased manufacturing—meant the using up of raw materials; it meant the employment of a full force of men at the factory; it meant the payment of wages. And if this is a typical case, as it no doubt is, then it means that it is only a question of time until this increased employment, these increased payrolls, will work their way into the cash registers of the retail dealers. This is logical and it is sure to happen unless the country should lose its nerve—and *that is not going to happen.*

Now, in the next two months it seems to me that we will be in the critical stage of this NRA recovery. It is up to all of us who are interested in the distribution of goods to do our best to encourage those who are losing their nerve. We must also do our best to cheer up the pessimists.

Instead of looking at this proposition in a complicated way, let's simplify it. Most of us know that business is better. We know there are more jobs. We know that wages are being advanced and are not being reduced. We know that men are being hired and not being fired. *We*

know the depression has been stopped. Now, let us all stand together and hold these gains!

In this country there are thousands of traveling salesmen calling on merchants every day. The influence of the mental attitude of this force of intelligent salesmen is tremendous. If these men will talk in a logical manner, if they will recount the gains that have been made, if they will review the logic of the situation, if they will recommend patience, it will be of great help.

General Johnson, naturally, has been under a tremendous strain. He is tired out. He shows signs of irritation. This also is logical and not surprising. It is wonderful that he has stood up as well as he has. How many of us could have handled his job? How many of us would have had the strength to do it? Overlook some of his remarks that do not exactly appeal to you. Just give him credit for the good work he has accomplished. *In other words, boys, give the General a hand!*

NRA Is a Selling Job

As a matter of fact, this NRA movement is more of a selling proposition than anything else. First of all, it is a selling idea, and selling ideas are back of all great salesmanship. When the idea is once sold it is a simple matter to write down the order. The point I am making is that the salesman has a great responsibility in putting over this plan. He should realize this responsibility. He should put his shoulder to the wheel and do everything possible to back up the government because it is certain that, if this plan succeeds, it will help every salesman in the country. It will help him sell more goods in larger quantities at better prices. *What more can any salesman ask?*

I understand the salesmen in their code have attempted to have their salaries and even their hours of work regulated. To me this seemed absolutely silly. I have always believed that every salesman can earn just what he is worth by working hard and intelligently and so selling the goods. I have never yet known any first-class salesman, with an established business in any line, to be out of a job for very long. Even in times of depression, first-class salesmen, I mean *real* salesmen, are always in demand. *It seems to me that the traveling salesman of today should be too proud to ask for a code for himself.*

I have to smile when I think of periods of low prices and high prices. For my part I very much prefer high prices. Like every other salesman, I

always liked to sell things that ran into big money. I had a very dramatic experience that taught me a lesson in regard to prices. This was years ago.

I was traveling in Kansas. Western Kansas at that time, I think, was one of the lowest-priced places on earth. I remember distinctly we hired a Swedish girl who did all the washing and all the housework for \$12 a month. Good chickens were twenty-five cents each. Eggs were five cents a dozen.

Kansas at this time was just a paradise for people who would like to buy everything cheap. Unfortunately, as a salesman, the only goods I could sell were cheap goods. The people in this cheap country at that time could not afford to buy high-priced builders' hardware, or cutlery, or arms or guns. A fifty-cent pocket-knife was something *de luxe*. What was the result? All I could earn was \$100 a month.

Then, to cap the climax, there was a year of terrible drouth. The hot winds blew up from Texas. The corn shriveled on the stalk. Many of my customers in western Kansas packed up their belongings, pulled out their covered wagons and beat it back to Missouri to live with their wives' folks. I had enough. I beat it to St. Louis and asked for another territory.

High Prices Make Big Sales

As luck would have it, I was sent to Colorado. I went to the mining camps. At that time silver was booming. Everything was high-priced. In Kansas there had been no drinks, but here in Colorado the drinks were 25 cents each. There was no cigar at less than 25 cents. In Kansas hotels were \$1 and \$2 a day. In Colorado they were \$4 to \$6. My wife and I talked over the situation. We did not see how we could live. With my small income, I was sure to lose money in this new, high-priced territory. But what happened? The merchants in this territory bought five times as much as the merchants in Kansas. They bought high-priced goods. My sales were many times more than they had ever been in the sunflower state. My profits were better. At the end of a year I received a handsome check as a bonus. I also got a raise.

I had my lesson early on low prices versus high prices. When I joined the T.P.A. they were trying to regulate railroad rates and hotel rates. I voted always for high railroad rates and higher hotel rates. When you go to a town where the hotel on the American plan is \$2 a day you are not going to sell much goods in that town, *hear me!*

When The Buyer Is Sour on The House

BY
BRUCE
CROWELL



Ewing Galloway

IN the series of articles being printed currently by SALES MANAGEMENT magazine on "Star Salesmen the Depression Couldn't Lick," one thing stands out which, carefully considered, should help every salesman to improve his earnings.

In interviewing the star men, SALES MANAGEMENT reporters noted that in almost every instance these men made a serious study of handling customer complaints. Even when it cost a great deal in time and effort, these men worked on the principle that the customer must be satisfied.

A dissatisfied customer is the worst possible advertisement any company can have. He can kill a sale for you with the most casual remark. Contrariwise, he can, if thoroughly pleased with a product, act as a constant source of new business.

Most salesmen hate to adjust complaints. They regard it as so much time lost in the making of new sales. Yet star salesmen not only find time to handle complaints, but they actually use complaints as a means for opening up new avenues to sales.

I once knew a crackerjack salesman who joined a company to sell a product with which he had had no previous experience. The sales manager assigned him to certain big accounts, several of which had not bought for years from this concern. One morning this man told a fellow salesman he was about to call on the Black & White Company.

"You'd better stay away from there," his colleague warned him. "They're sour on us. I'll wager

every salesman on our staff has been thrown out of that office."

"Well," responded the new man, "that's all the more reason why I *should* call on them. I intend to find out *why* they feel as they do, and if they've been treated unfairly, as they undoubtedly believe they have been, on our merchandise, we'll make an adjustment which will satisfy them and win their good will again."

To make the tale brief, it took close to four months for the salesman to iron out the difficulties at the Black & White Company, which, it was finally discovered, were based on troubles originating in the service department. Before six months were out, B. & W. were back on the company books and the president of the firm had written a personal letter to express his appreciation of the intelligent service this salesman had rendered.

Ill will resulting from dissatisfaction with goods or services is like a smouldering fire; it is likely to spread and do great damage before anyone realizes how serious it is. And it creates a great deal of smoke, sometimes out of all proportion to the size of the fire itself.

Don't shy away from buyers who have a peeve. Call on them. Lay your cards on the table and ask them to do likewise. Adopt an attitude of helpfulness and try to put yourself in the buyer's shoes. Even when the complaint seems illogical or unjustified, take it *seriously*. This, the star men tell us, is the way business is built.

Spot News on the NRA

NRA Changes



The resignation of Cates, and others which may follow, seems to be over-emphasized. A number of deputies and advisers left their own positions in the business world practically without notice and joined NRA with the understanding that they would return to civil life as soon as General Johnson could spare them. Then, too, there is a shift now taking place from code building to administration and in General Johnson's opinion the size of his set-up can be reduced gradually and a different sort of talent may be required. In the case of Cates, there was an irreconcilable difference of opinion on policy. The General believes that it is all right to argue and debate about matters of policy while they are in the process of formation, but that after decision has been reached absolute loyalty is essential to the solution of problems.

Complaints

NRA is being deluged with complaints, a large number of which seem to be based on over-enthusiasm as to what NRA should accomplish immediately. For example, complaints were registered about the B. F. Goodrich Company having laid off men instead of increasing employment, but the company points out that it must be their policy to match employment with sales. During their heavy season from April 1 to August 1 they employed 4,980 additional people in their Akron factory. They cannot add workers during the seasonal decline in sales.

High Distribution Costs

"I don't care how much the manufacturer advertises," said Mr. Peek of the A. A. A. last week, "but I am worried about his high distribution costs." In an interview with the United Press, he dealt at length with America's biggest tobacco company, which, he said, made a net profit last year of \$150,000,000, almost as much as was paid farmers for their entire tobacco crop. "When you get a situation like that, it is worth looking into." [Ed. Note. America's biggest tobacco company had a net income last year of forty-one million.]

Advertising a Waste?

In an address before the American Institute of Cooperation, in Raleigh, North Carolina, last month, Secretary Wallace declared he was opposed to the advertisement of any special crop because it merely diverted demand from some other crop. "Campaigns to persuade customers to eat more of this, that and the other, cannot all be successful. To a recent visitor I suggested that what we really ought to do is to endow a laboratory at Johns Hopkins for research in the possibilities of enlarging the human stomach." Half of the executives of the A. A. A. are said to believe that some advertising campaigns have been too extravagant and the other half believe that advertising is the life blood of business.

Promotion Budgets

The Administration is anxious to reduce the spread between the producer and the consumer and is expected to make its stand on distribution costs more definite in the next few weeks when most of the more important trade agreements are adopted. "Superfluous advertising" is only a part of the whole distribution system, and will be dealt with as such. So long as the spread is kept within reasonable bounds the Administration will probably leave the size of advertising budget to the discretion of the individual manufacturer, distributor or association. It is doubtful anyway whether the Government could take steps legally to narrow the spread.

The "Buy Now" Campaign

In a few days the "buy now" hysteria will become the successor to the Blue Eagle movement and will create a lot of artificial business. A keen Washington observer believes that it will be profitable directly to the following classes: Newspapers, advertising agencies, printers, retailers, and manufacturers of goods which are a little bit above the level of absolute necessities, such as automobiles, clothing, furniture and household equipment of many kinds. Things which people need but which they have gotten along without should have stimulation between now and Christmas.

The New Deal Not New

Item after item in the current program may be found imbedded in the practice of the ancients. The oldest legal code—that of Hammurabi of Babylon in 2850 B.C.—had a minimum wage scale. The decrees of Diocletian in 301 A.D. fixed salaries and the price of practically every commodity of Roman commerce. Medieval Europe was familiar with government through trade associations or guilds. The first law passed by the first General Assembly of Virginia in 1619 was one fixing the price of tobacco. Ten years later Virginia adopted the more drastic measure of completely forbidding the cultivation of the crop for a year with the hope of raising prices. Solon in 594 B.C. made the mina, which had formerly consisted of 73 drachma, legal tender to the value of 100 drachma, thus devaluating the currency by 27 per cent.

Taxi Drivers Salesmen

Under the provision of the Taxicab Code any person who drives a taxicab as an agent, employe or owner, is designated as a salesman, and is exempted from the minimum wage requirements, which are fixed at twelve dollars a week for other employes. We don't think much of the salesmanship of most taxicab drivers we encounter.

House Agencies

The code of the advertising agencies brands as unfair trade practices pseudo-scientific advertising, testimonials which do not reflect the real choice of a competent witness, misleading price claims, splitting of commissions, and "any agency to be owned or operated for the financial benefit of any advertiser or group of advertisers." (Example: Financial statements of the Lambert Pharmacal Company list Lambert & Feasley, Inc., as a fully owned subsidiary.)

Be Smart For Once

Not all of President Roosevelt's lieutenants have his adroitness and diplomacy. Jesse H. Jones, chairman
(Continued on page 287)

Kings Beer Flouts Defamers, and Plugs Away on "Purity"

OTHER brewers boast most of age and flavor (and now and then of enzymes), but Irving Friedman and his associates of Kings Brewery, Brooklyn, base a meteoric sales rise since April 7, primarily on the stressing of purity.

The casual drinker may think that purity should go without saying. Yet the Kings people are now spending many thousands of dollars in newspaper and radio advertising, in awards and rewards, to make their private purity a matter of general concern. According to Kings' advertisements you may, for example, get \$1,000 from them on each of two separate counts:

1. For "information leading to the arrest and conviction of any person, or persons, circulating untrue or malicious reports in regard to Kings', or any other beer that is brewed honestly and honestly merchandised";
2. For the longest list of words of six letters or more submitted,

BY

LAWRENCE M. HUGHES

by October 15, from the sentence, "Kings' Beer Is Absolutely Pure."

"The reward is being offered," explains Walter S. Lockwood, advertising manager, because of "certain false and libelous statements circulated about the purity of Kings' beer. Specifically, somebody rumored that 'Kings' is made of synthetic chemicals mixed with cold water.'"

But there may be more to this matter than that.

When the product was first introduced (there was no Kings' beer before April 7) the sponsors referred to it as the "champagne of beers." They still emphasize their use of the finest hops, their malt from "choicest selected barley," but they seem especially anxious to convince the casual drinker of the careful preparation and inspection in their brewing, and the purity

of their sales methods. They mention their 20,000 outlets in the New York metropolitan area, and the many more in every state in which beer has been legalized. Somehow they have obtained figures (forbidden other brewers) to show that they now pay the largest tax to the U. S. Government of any brewer in the Brooklyn district

and the second largest tax in the East. More than their size and the rapidity of their growth, however, they are intent on proving to the casual drinker their various forms of solicitude for him. They invite him to visit their plant, at 227 Pulaski Street, where a "trained guide will . . . explain every brewing process."

In the first week of this invitation, SM learns, some 1,000 people ventured out into the wilds of the Williamsburgh district to take advantage of it. Tours start at 10, 12 and 2 o'clock (elsewhen visitors are barred). Presumably, the visitors emerge greatly impressed with purity. Surely, the repainted old red buildings and the new addition are spic-and-span enough. The long rows of fresh white trucks lined up in front stand out chastely amid Williamsburgh's faded grays and browns. The salesmen also must be aided in pure dealings by their white roadsters.

The word-contest, too, is expected to be pure. Instead of having the Kings' executives sit as a lexicographic jury, letters have been written to the presidents of Columbia, Princeton, Yale, Harvard and Oxford universities, requesting them to appoint a "professor or an outstanding student of English to . . . pass on the final lists." (At this writing, three of these colleges have accepted.) There will be several other prizes, besides the top one of \$1,000, and in case of a tie the full amount will be given each.

Though the SM representative did not go through the plant (the hour of his arrival being 4:30), he checked with Winfield Scott Hubbard, chief analyst of the Schwartz Laboratories, New York. "Yes, their brewing methods are pure," says Dr. Hubbard. "So is their brew. The whole place is under our constant supervision. We get samples from them almost every day. Sometimes we collect the samples ourselves. We've done this religiously since before Kings' beer was put on the market. Arnold Schiff, trained in the Schwartz Laboratories, is in charge of testing for the Kings Brewery."

And yet the "malicious reports" continue. They come from other brewers and from dealers. Are the older brewers jealous of the rapid rise and aggressive methods of Kings'?

HOW to WIN \$1,000

Details of the Great KINGS BEER Contest

First prize of \$1,000.00, second prize \$500.00, third prize \$200.00, five prizes of \$100.00 and ten prizes of \$50.00. In case of tie, duplicate prizes will be awarded.

KINGS BEER offers the above prizes for the longest accurate list of words of six letters or more, made from the letters composing the sentence:

"KINGS BEER IS ABSOLUTELY PURE"

Here are a few examples: Nibble—Butter—Labster—Peculiar—Purity. Write or type words neatly. All words must appear in Webster's Unabridged Dictionary (obsolete words excepted). No proper names, no plural forms, no forms of verbs not in the dictionary.

will be admitted. Words spelled alike, but with different meanings count for each meaning. No letter may be used oftener than it appears in the sentence. For instance "Starter" is not admissible because it has two S's. Lists will not be returned. Contest not open to employees of Kings Brewery. Contest closes Oct. 15th.

We have addressed a letter to the Presidents of five great Universities—Columbia, Princeton, Yale, Harvard and Oxford, asking that a professor, or an outstanding student of English be appointed from each college to serve as a committee to pass upon the lists. The decision of this able committee must be final.

Each list submitted must be accompanied by a cap from a KINGS BEER bottle, or a drawing of the same. Read below further facts about KINGS BEER.

BIG FACTS about KINGS BEER:

First scientific station for the art of brewing. Appearance on record: clear, thin, pure. Taste: pure, refreshingly full-bodied, good. The best. This beer is of one good flavor and quality. It is a well-brewed beer containing more than

- 1 The amazing success of KINGS BEER in the short time since 4-2 has been legalized has, so far as we know, no parallel in commercial history. It is a success which has astonished even us.
- 2 We are grateful for the guide endorsement which has put KINGS BEER on sale in about twenty thousand retail stores, restaurants, hotels and clubs in the Metropolitan area.
- 3 KINGS BEER is on sale in every state in which beer has been legalized, by nearly every United States Army Post.
- 4 People buy it first because they have read about it, or heard about it over the radio, or because a friend has recommended it. They keep on buying it because they like it better than any other beer. And this in turn recommends it to their friends. And so the swelling tide of good-will and good-seller rolls on!
- 5 KINGS BEER is made in one of the most complete and modern breweries in the world, under the direct supervision of a distinguished brewmaster and an able laboratory staff.
- 6 KINGS BEER malt is made of the choicest selected barley, combined with the finest hops money can buy, and water of exceptional purity drawn from our own deep-well water.
- 7 The first thing you will like about KINGS BEER is its fine, rich, mellow flavor.
- 8 You will like the tingling "bite" that accompanies its smoothness. You will like the fact that it digests so easily and helps digest other food.

VISIT THE BREWERY

We want you to see how KINGS BEER is made. Just write for a pass, which we will gladly send you, and a trained guide will take you through the brewery and explain every brewing process which makes for KINGS BEER absolute purity, wholesomeness and delicious flavor. Address: KINGS BEER BREWERY, Inc., 227 Pulaski St., Brooklyn, N. Y.

KINGS BEER

Listen to KINGS RADIO PROGRAM, Station WABC—6:45 P. M., Monday Evening, Sept. 11th.



Part of the proof that Kings Can Do No Wrong: the contest announcement.

Are the Kings' people abler merchandisers?

At any rate, they seem also to be most prolific of merchandising ideas. John L. Patterson's National Cash Register plant in all its glory was not more a promotional circus than this. A large electric clock in every office announces that "it's time for Kings' Beer." The name *Kings'*, of course, (Brooklyn being Kings county) has promotional value around Pulaski Street. So has the slogan, "Fit for a King." But because the adjoining county and borough of Queens also has a lot of beer prospects, the slogan was extended to include "also for Queens." The endless rows of bottles in cases moving along conveyors toward the white trucks are duly impressive. So, between the white trucks are occasional red ones, marked "special delivery" for Kings' beer. Mr. Friedman and his associates even played around with the idea of installing short-wave "police" radio sets in their trucks . . . "Calling car 67! Proceed at once with ten cases to McGinty's, corner Thoid Avenue and . . ." But this idea was abandoned.

Seek Far Western Market

Up to now, Mr. Lockwood points out, the principal advertising expenditure has been for signs, electric and otherwise, and point-of-sale material for Kings' numerous and widespread outlets. Typical of window and floor display material used is an illustration of a Kings' bottle, a dozen times its regular 12-ounce size, supporting a "staircase" of *bors d'oeuvres*, cheese, sausage, pickles, olives and other "related" products. A current display, by Tony Sarg, shows a bear breaking into a picnic to drink a bottle of Kings' beer, with a catchline about "Bruin's interest in good brewin'." The brewery has used newspapers from the start, and station WABC for the last couple of months. Even so, "we don't expect to spend quite 10 per cent of our dollar sales volume for advertising," says an executive. But he intimates they will spend whatever may be necessary to keep their sales climbing, and to silence their "mendacious and malicious traducers."

The product, he believes, has been its own best advertisement. One sample shipped to Los Angeles by air mail brought orders in the next couple of weeks for 10,000 cases. With the aid of water transportation the company hopes to compete favorably with local brewers in the middle and far west and in the south. Quite a lot of Kings' beer, for example, is now being shipped by boat to Galveston, for redistribution from there.

But among the "established" brewing interests, and the "organized" brewing industry, Kings' pursues a lone course. It is not a member of the United States or the New York State Brewers associations or the Brewers Board of Trade, Inc. It has not been extolled in the business paper, *Modern Brewery*. Perhaps this is because some believe that Kings' is trying to establish the old brewer-saloon relationship in alleged efforts to dictate to its retail outlets.

Rumor and Allegation

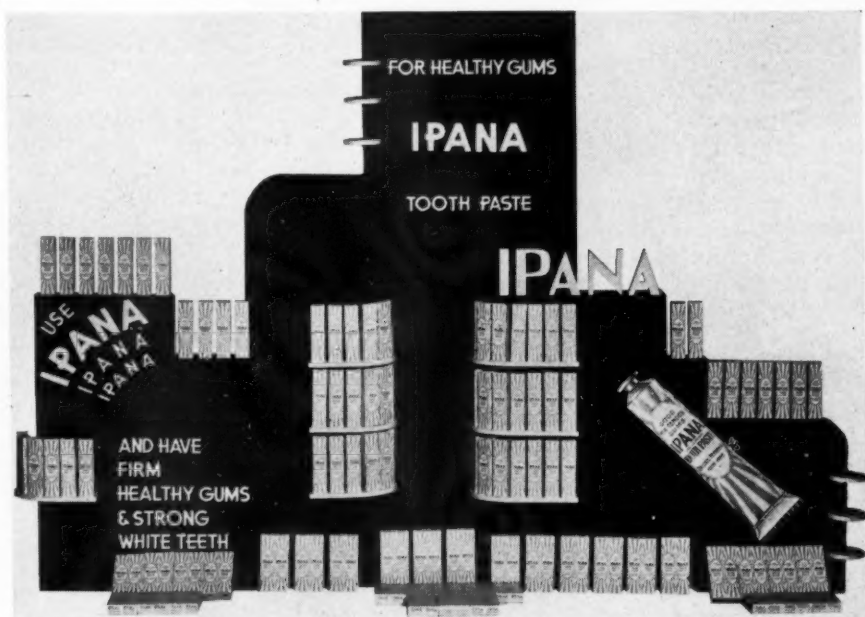
At the Pulaski Street address for 20 years before Prohibition stood the old Excelsior Brewery. It was owned by one John Reisenweber. When Prohibition came Mr. Reisenweber tried his hand at near beer. Not very successful at this, he is said to have sold out to Messrs. Nat. Levy and Mandel. These gentlemen, whose names apparently were such a sensitive subject that the reporter hardly dared ask anyone for the rest of the story, are alleged to have turned the place into a factory for speakeasy beer, running it with the alleged help of alleged bootleggers and alleged gangsters, and running into alleged trouble with the U. S. Government.

With the return of legal beer they are reported to have sold out to a group headed by Mr. Friedman. A lot of brewing interests, however, still believe that they are the controlling factor and that their methods—especially in persuading dealers to carry the Kings brand—still obtain. Other allegations—which help to give Kings'

much free word-of-mouth publicity—are that on the board of directors sit dummy agents for Pierce Mulrooney, a cousin of Edward Mulrooney, chairman of the Liquor Control Board of New York State; also indirect representatives for John H. McCooley, the powerful Democratic Brooklyn boss; Assemblyman Steingutt, state Democratic leader, and Jimmie Hines, a New York West Side Tammany leader. Congressman Celler is said to represent them in a move to upset the proposed brewers' NRA code. These various allegations are typical of many which the Kings' officials dismiss as being too foolish for comment. Apparently they are content to let the printed advertising word tell all the news. The rewards and awards are being used to convince the public that Kings' can do no wrong.

In the case of stores, it is said, Kings' has been quite emphatic in insisting that its product not only be carried but given more display than other brands. The usual practice, it is reported, is to back up one of those impressive white trucks to the door of a new account (the dealer does not always know until then that he is going to be a new account). Several impressive-looking gentlemen get out and proceed to unload the proposed quota for this particular dealer, often on top or in front of other brands he may already have in stock. Then Kings' is supposed to check frequently to see if other brands are being sold in larger quantities.

With restaurants, on the other hand, (Continued on page 295)



A new technique in window display, by which emphasis is solely on the product. It has its origins in Century of Progress Exposition architecture and in the new German and French ideas of window-art. See story and other photographs on page 264



Not content with the customary round "beans" can used by others, Gulf offers its Gulfpride brand in a rectangular container.

Tin Can Giants Widen Oil Invasion; Win Sinclair, Tide Water, Gulf

INDUCING several major refiners to sell their motor oil in sealed cans, American and Continental can companies, New York, are expanding their pioneering work in this industry and are fighting more intensively for the new market thus being created.

For the first time in its 29 years, Continental has started a consumer advertising campaign, which tells of a "better way of buying motor oil." Three years older and now more than twice as large, American, dominant factor in the can industry, is not yet ready for its consumer debut, but is doing some eloquent explaining within the oil industry.

Since the article, "Bootleg-Proof Can Gives Oil Firms 35 to 50 Per Cent More Sales" (SM, June 15), both have added several large accounts. American now has 30, the latest to test their new cans being Tide Water, whose Veedol is said to rank among the three largest selling motor oil brands. Included in the Continental list of more than 20, says T. G. Searle, g. s. m., are Sinclair, Gulf, Quaker State, Pennzoil and Kendall.

Tide Water is developing the can-and-dispenser plan nationally and is testing it for Canada and for export.

In conjunction with Continental's newspaper campaign in 12 markets, from New York to San Francisco and Houston (Continental also will use the *Saturday Evening Post*), Quaker State is using space to promote its own kind of canned oil. The Sinclair dinosaur also looms up in certain full newspaper pages to chase oil bootleggers away and thus insure customers



A spectacular piece of promotion by a Kendall dealer near Pittsburgh: a 60-foot tower of cans to tell customers that substitution has been licked.

Sinclair Opaline or Sinclair Pennsylvania brands, respectively 80 and 100 million years old, in cans, without the loss of a single millennium. Two Sinclair orders with Continental have been for 4,000,000 cans each. The new policy is expected to be in force throughout its marketing territory, from the Atlantic to the Rockies, in October. Kendall, Quaker State and Pennzoil are now selling canned oil nationally, and Kendall is extending it into Canada.

Several refiners are advertising their oil in cans on a national basis, in magazines and other media; a number have worked out displays for dealer and other uses. Impressive among

these is a Kendall dealer's 60-foot tower of cans near Pittsburgh. Not content with the customary round "beans" can used by the others, Gulf offers its Gulfpride brand in a rectangular container.

Notable in its absence from the canned list is Vacuum division of Socony-Vacuum Corporation, largest refiner of motor oil, which adopted bottles a year or two ago, and believes them bootleg-proof. Other members of the oil Big Ten, the Standards of New Jersey, Indiana and California, Texaco, Shell and Cities Service, are not yet in the fold.

Though Continental says that canned motor oil was first developed by them, American claims to have been a month ahead of it, and to have perfected first a can-opener dispenser which made the plan possible. The dispensers of both companies mutilate the cans beyond hope of retrieve by bootleggers or others. Both are said to be patented; both are impressive in showing the motorist that he is getting the brand and grade he requests—and a full quart.

Confronted with the task of persuading oil companies to make extensive equipment investments, both can companies are offering plenty of service. Their engineers show prospects and customers where to store the cans, where to place conveying, filling and capping machinery (the latter being leased by the can companies). Continental supplies equipment for turning out 30, 60, 90 or 110 cans a minute, the speed of the machine being regulated by the refiner. Can

(Continued on page 294)

Who's Now Who



Wide World Photo

General Staff: General Hugh S. Johnson and his co-administrators of NRA are shown on the steps of the Department of Commerce building, Washington.

Left to Right, Front Row: Dr. William Cumberland, W. W. Picard, S. A. Rosenblatt, General Johnson, Frances Robinson, Edward F. McGrady and Malcolm Muir.

Second Row: General C. C. Williams, John W. Power, Robert Straus, Edgar B. Kapp, John Hancock, Dudley Cates* and Robert Lea.*

Back Row: Earl D. Howard, H. N. Slater, Robert Stevens and Captain C. E. Parsons.

* Since resigned.



Blank-Stoller Photo

Genuine-ist: (Above) Edward W. Forrest is taking initiative in bringing various industries together, in a Consumers' Anti-Substitution Bureau, for a collective battle against substitution and adulteration. (Story on page 293.)

Educators: (Right) George J. Chapman and P. B. Zimmerman, assistant manager and manager, respectively, GE Specialty Appliance Sales Department, appear professorially before 300 officials and distributors at the "University of Refrigerania" in Cleveland, to tell of an "aggressive fall sales drive" and an intensive sales training program. The distributors wore "freshmen" caps.



New B & B Executive: (Left) John R. Strohecker, for many years secretary and manager of Bauer & Black, of New York, eastern branch of the Chicago company, has just been promoted to "an important executive position" at the home office. Mr. Strohecker has been with Bauer & Black in various executive capacities since 1911.

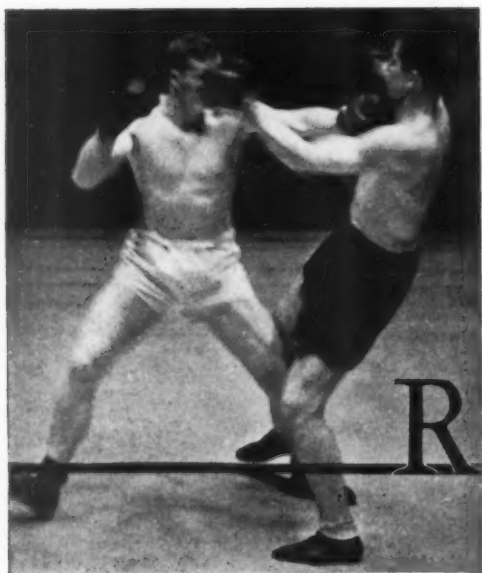


Whiskey-seller: (Right) Walter T. Palmer has been appointed general sales manager of Schenley Distillers Corporation. For the past twelve years he has been general sales manager of Russell Manufacturing Company (Rusco brake linings.)

Food Factor: Enlarging its research and editorial scope to facilitate the work of the NRA and AAA, and launching a Washington news service, the American Institute of Food Distribution, New York, has promoted Donald W. White (right) to take charge of these various operations.



White Studios



Keystone-Underwood

Ringside

Elephant's Ride: (Below) When Chevrolet—perhaps figuratively—invited you to give your elephant a ride on top your Chevrolet, Ford dealers of Houston took the invitation seriously, offering \$500 to any owner of a stock Chevrolet who would "put an elephant on its top and drive as much as 100 feet, *without injury to the car.*" Meanwhile, Chrysler has dug up a two-year-old picture of an elephant *on* a Chrysler.



If your elephant wants to ride on top IT'S ALL RIGHT WITH A CHEVROLET



STEEL ALONE IS NOT ENOUGH

OSCAR of the WALDORF
explains *how easily you can tell*
Good Beer!

For 40 years "Oscar of the Waldorf," Oscar Trommer, friend of kings and presidents, is known all over the world as America's leading authority on fine food and drink.

Only Trommer in America is better qualified to tell you what makes a beer good. Trommer's knowledge of good beer is the result of 40 years of experience. Trommer's knowledge of good beer is the result of 40 years of experience. Trommer's knowledge of good beer is the result of 40 years of experience.

Fidelio BEER

"He's on the spot!"

Take a 6-ton Elephant for a ride
...and WIN \$500

Houston Branch Authorized Ford Dealers

More than 70: (Below and right) When Skelly told, in middle western newspapers, of the 70 octane rating of its gasoline, Standard of Indiana replied not only in terms of equal octanes but of *six* other "essentials."

Waldorf's Beer: (Above and right) Fidelio Beer may boast of Oscar of the Waldorf's knowledge of good beers, but Trommer's rises to point out that theirs is the "one and only draught beer" served at that place.

The one and Only
DRAUGHT BEER SERVED AT THE
Waldorf-Astoria

TROMMER'S
white label Beer

70 OCTANE, YES!
But that's not all..

THIS NEW COMPLETE SUPERFUEL COMBINES ALL 7 ESSENTIALS

NEW STANDARD RED CROWN SUPERFUEL

OF COURSE IT'S
70 OCTANE

NO OTHER GASOLINE AT THE REGULAR PRICE IS HIGHER ANTI-KNOCK THAN THE GASOLINE IN THIS SKELLY PUMP

AROMAX

SKELLY
AROMAX GASOLINE
TAILOR-MADE FOR MISSOURI

Six Things Experience Has Taught Me About Hiring Men

A recent survey by Sales Management showed that scores of manufacturers are expanding their sales forces. Thus this series of articles on hiring and training new men becomes particularly timely.

TO those who believe that salesmen are born, that experience is the only teacher, and that things that are must be right, I throw this challenge: the greatest untapped source of increased profits lies in proper selection and training of men—young men—for greater skill on the selling job and fuller lives as more proficient members of business society as well as the community at large.

One lesson should stand out as a result of our four-year depression: Regardless of what social changes and readjustments take place, we are all going to have to work (1) harder, and (2) more effectively now to succeed than we did in the decade of 1920 to 1930. Worn-out, inefficient methods and men must give way to the constantly improving procedures which younger men have tried and found successful. A man who lacks mental curiosity is never educated, regardless of his degrees or the popular recognition given him. The main job of business leaders today is to realize the importance of the education of their own employees in order to build for the future.

Any discussion of the molding of men to fit the economic requirements of your own business presupposes good clay with which to work. Selection and training of men very closely overlap, because training frequently begins at the time of the initial inter-



The first of a series of four articles

BY

JOYCE OLIVER

*Household Finance Corporation,
Chicago*

During the past three years Household Finance Corporation has successively decreased the percentage of replacements on its sales force 15, 9 and 4 per cent, respectively, from each preceding year, and is currently running 41 per cent less than four years ago.

Undoubtedly the scarcity of jobs has been an important factor in these results, but it must be remembered that during this period the job became much harder and the requirements of performance were considerably raised.

Mr. Oliver, who directs the selection and training work for the corporation, was formerly sales manager for Remington Cash Register Company in London.

view of the young men chosen for the job.

I give below my creed in the procedure for selection of men, because I know that these principles work:

1. I believe in the development of every possible source of good labor supply.

This includes newspaper advertisements, personal friends, business acquaintances, chambers of commerce, college placement bureaus, friends of employees, casual drop-ins, mail applications, fraternal organizations, other employers and personnel men, as well as employment agencies. At best "a good man is hard to find," even in these depression days.

2. I believe in young, intelligent men.

Youth and new blood are needed in every business and industry. Turnover figures which are too low foretell dry rot just as much as turnover percentages that are too high tell of poor business, inferior selection or training, or both—in short, inefficient management. I believe in college-trained young men; I do not believe that the younger generation is hopeless or helpless.

Youth Need Not "Unlearn"

I admit a preference for those boys who have had to scratch gravel for their education, in whole or in part. I do not admit that all wealthy men's sons whose educational expenses have been defrayed by their families necessarily are flops in sales or collection work. One of the best sales records in the cash register business I ever saw was made by a friend of mine, a young man raised in the lap of luxury—whose father is a director in 15 or 20 of the country's leading companies. And these sales were made to individual buyers and were not quantity orders obtained by pull or through "connections." Ambition and drive are not always born of economic necessity. I prefer younger men who have no bad habits to unlearn, even if lack of maturity may make the progress slower.

3. I believe in objective tests being given new applicants.

I particularly like mental alertness tests. The man who cannot think fast should not choose high-class sales or collection work.

I believe in the validity of carefully worked out "custom-built" aptitude tests based on the results of successful men on the job. These should be constantly revised and tested in the crucible of day-to-day experience.

The objective value of tests to counteract the subjective impressions and to strengthen the interviewer's per-

sonal judgment in the elimination of prejudice should appeal to that wise but rare employer who realizes that he does not know all there is to know about human nature. For instance, my own pet aversion is mustaches. Unfortunately, the owner or manager of a business which requires high-grade salesmen or collectors usually has a rather high regard for himself as a judge and student of human nature. This is particularly true of the man who has risen to the top through his own particular successful production record in sales.

Having entered personnel work from the operations department side, I had the usual practical man's skep-

ticism regarding the value of attempting to measure those traits in men which would predict their success or failure in contact work. However, after giving tests indicating extravertive and introvertive tendencies to a good many hundreds of applicants, I have come to some very interesting conclusions.

Everyone knows that a bookkeeper will never make a successful salesman; but no one knows how many bookkeepers have tried selling by fooling interviewers and what the resultant cost and loss have been to industry. No one knows what terrific credit losses have resulted from management's

(Continued on page 290)

Baseball Contest Jumps Ice-box Sales 135% for City Ice and Fuel

SALES of delivered refrigerators amounting to a 135 per cent increase over the same period last year, resulted from a baseball contest conducted between June 12 and August 12 by City Ice and Fuel Company, Cleveland. Volume of business done during the competition set a new high record for delivered sales in any nine-week period of any year.

The idea belongs to T. J. Beck, manager of the City Ice and Fuel Company's sales promotion department, and is a second edition of a similar feature he introduced with success last year. Using the national pastime as a stimulator, he organized his eleven merchandising divisions as "teams" and announced a sales contest in the form of the "All-American Baseball Series."

Divisions represented the regular National and American league teams, as far as possible, with Cleveland as the "Indians," Pittsburgh as the "Pirates," Cincinnati the "Reds," etc., although some of his teams, like the Albany "Athletics" and the Miami "Giants," required a bit of geographic manipulation.

These teams were paired against each other in a regular schedule of weekly "games." Individual sales counted as hits and each division scored a run for each 25 per cent of its weekly quota, with every two "hits" over the quota counting for an additional run. The final standing was based on attainment of quota and the number of victories over opponents.

Personal salesmanship during the contest was liberally backed by a wide variety of advertising. Newspaper campaigns were run in eleven districts

—Albany and Buffalo, New York; Cincinnati, Cleveland, Dayton and Sandusky, Ohio; Flint, Michigan; Miami, Florida; Pittsburgh, Pennsylvania, and St. Louis, Missouri—with one publication being used in the smaller cities and two or three in the larger. In St. Louis, for example, from four to eight ads were used each week, divided among three newspapers, with space varying from 650 to 160 lines.

In addition to newspaper advertising, 2,200 truck cards were provided each month for delivery wagons and trucks of the company and its dealers; three-sheet posters and window streamers were supplied to all display rooms and employe training and inspirational posters were put up in strategic points throughout the plants. These were still further supplemented by circulars, sales aid folders and window and interior display material.

Previous company cooperation with a well-established manufacturer of ice refrigerators had resulted in production of a "special" model embodying the features of more expensive cabinets at an attractive price, and heavy emphasis on this special was included in most of the advertising.

The quotas set for the All-American Baseball Series were ambitious. Sales previous to the starting date had been encouraging, but the sales allotted for the contest were enough to complete the company's quota for the entire year by August 12. Results justified the high marks that were set. Not only was the contest quota exceeded by 69 per cent, but each of the eleven merchandising divisions showed increases over the preceding year.

The contest program was carefully planned for maximum cooperation between the specialty sales force, ice route salesmen and the dealer organization. Under supervision of Mr. Beck's sales promotion department, local contest committees were set up in the different divisions to direct inter-departmental competition and to sponsor activity on the part of employes and dealers. Local officials comprised each committee, with the director for the area as chairman.

Competition from outside the sales force was encouraged by liberal use of the slogan, "Every Employe a Salesman," and by granting credits toward prizes as a reward for sales or prospect leads resulting in sales. These credits went towards awards from a special merchandise prize catalogue issued by the National Association of Ice Industries.

A special prize trophy went to the championship division, with smaller trophies for divisions making their quotas and a separate trophy for the branch that led all others in delivered sales.

During the course of the contest a weekly "Sports Final," with colored covers and plentiful illustrations, was issued by the sales promotion department to maintain interest by showing team and individual standings. Mid-week special bulletins and pep letters were sandwiched between the Sports Finals at more frequent intervals.

Year's Quota in 8 Months

The winner of the contest and the "All-American" championship trophy was Cleveland, home office of the company, with a delivered sales result of 153 per cent above its quota. Following Cleveland with substantial increases over their quotas were St. Louis, Pittsburgh and Miami. Miami, Pittsburgh and Cleveland produced the leading salesmen, and Miami, Dayton and Flint provided the outstanding route salesmen.

The success of the "Every Employe a Salesman" slogan was indicated by the fact that 1,101 employes and dealers responded with at least one sale each.

The entire contest not only set new records during its nine weeks' duration, but also contributed much towards making this a record-breaking year in delivered sales. On August 12 delivered sales for 1933 showed a 58 per cent increase over the corresponding period of last year, the quota for the entire year had been exceeded in less than eight months and with several months of activity yet remaining the increase by the end of the year should be very impressive.

Through gathering and collating the opinions of more than 100,000 women concerning refrigerator design, Norge uncovered a wealth of valuable ideas for improving the product. This information, placed in the hands of a trained designer, resulted in a new line which has been making remarkable records in sales.



Ewing Galloway

BY
HOWARD E.
BLOOD
*President, Norge Corporation,
Detroit*

100,793 Women "Bossed" Our 1933 Product Design Job

RECOGNIZING that the best laboratory test of any product is its performance in actual use by the consumer, Norge has definitely committed itself to the policy of letting the American housewife design its line.

Late in 1932 it occurred to us that if we could say, "Here is an improved Norge designed by a great group of women," it would be far more powerful and fascinating than if we said, "Here is a refrigerator our engineers have designed." Our desire to use such a statement necessitated a tremendous research job.

First of all, we queried 1,200 key women in a number of cities as to what they most desired. From the findings of this investigation we built a national cross-word puzzle contest (announced in the *Saturday Evening Post*, *Good Housekeeping* and key city newspapers) with prizes of \$25,000. A sample puzzle book was provided for all entrants. Each woman was required to visit a dealer to see the existing Norge line, and then work out the cross-word puzzles and finally prepare an essay on what she preferred about Norge and what suggestions she could make for its improvement.

Our feeling was that if women could be induced to reveal their desires and criticisms unconsciously, their opinions would be much more dependable than if we attempted to prompt them through definite questionnaires whose details they would fill in or check off.

We received essays from 100,793

women, all written after actual product inspection and all filled with constructive suggestions. Space prevents detailed delineation of their suggestions. But every worth-while idea, based upon percentage analysis, was incorporated in present Norge design. The single outstanding fact revealed was that existing cabinet designs lacked modern appearance. There was still too much of the old-fashioned ice-box about them. These women ventured the belief that lines of simple, classic beauty could be developed that would set new standards in refrigerator design. We read carefully all letters that went into detail on appearance, placed these opinions in the hands of Laurelle Guild, who, in conjunction with our designers, developed the present Norge cabinet whose graceful lines in gleaming white enamel, uninterrupted by sharp angles or abrupt corners, have altered many previous concepts of cabinet design.

Keeping Ahead of the Joneses

One of the most annoying things about a refrigerator, the results of the research brought out, was the difficulty of opening its door with both hands full. Careful analysis proved that the average housewife opened the refrigerator door at least 48 times a day, many times with hands full, which necessitated finding a place to lay down what she was carrying, and then, having opened the door, being forced to pick it up again. Such waste motion gets monotonous when performed many times a day. So we

designed a lock that springs open by body touch when hands are full.

Other Norge features such as the waist-high food compartment, odor-proof ice compartment, scientific shelf arrangement and self-cleaning freezing units enclosed by a porcelain shield, were improved through suggestions by these 100,793 women.

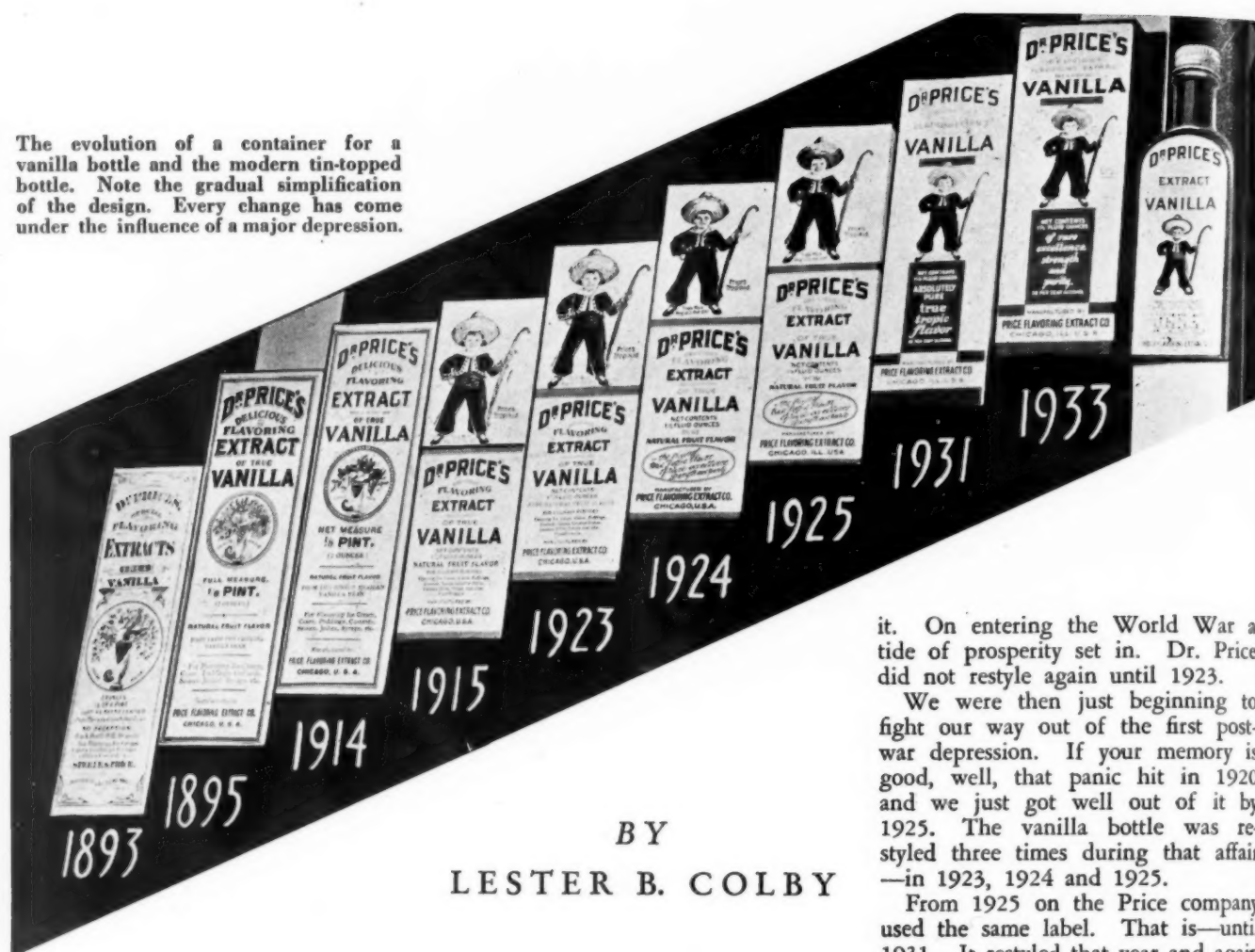
Cherchez la femme has fresh significance in present-day merchandising. From haberdashery to aviation, woman's influence is felt. Behind every merchandising success or failure—look for the woman.

Better than 2,000,000 women cast their votes at the shopping counters of American business every day. They control the purchase of 62 per cent of all hardware, 85 per cent of all drugs and sundries, 90 per cent of all automobiles, 98 per cent of all household appliances, 97 per cent of all groceries, 77 per cent of all sporting goods, and actually 61 per cent of all men's furnishings.

One of the many important points which must be kept in mind when merchandising to women is that social ambition and the desire to be talked about are very real and impelling motives in the feminine mind. A woman loves to appear more superior, more clever, more atmospheric than others of her class. She isn't opposed to making other women feel envious of her home and her social standing. Her husband and children, her garden or motor car are always different from others. She loves to own something which few others have.

(Continued on page 293)

The evolution of a container for a vanilla bottle and the modern tin-topped bottle. Note the gradual simplification of the design. Every change has come under the influence of a major depression.



BY

LESTER B. COLBY

Nine Better Packages Pulled this Product out of Four Depressions

SOMEONE very soon may announce the discovery of a close relationship between packaging and panics. Repackaging of products has been going on with something akin to frenzy for the last two or three years, and it seems an accepted fact that the depression has had much to do with it. But how about other panics?

The evolution in the packaging of so simple and staple an item as a bottle of vanilla extract gives us the clew. The brand is Dr. Price's, named for the founder of the Price Flavoring Extract Company and the inventor of liquid flavoring extracts.

Recently H. R. O'Brien, advertising manager of the company, collected for SALES MANAGEMENT every type of container used to hold a bottle of Dr. Price's vanilla in the last forty years. He established the dates on which changes in the packages were made—nine new packages in forty years. Every date coincided with one of America's major depressions!

The series starts with 1893. Prior to that, as far as can be learned, there was little revision of labels or packages.

In 1893 and again in 1895 Dr. Price's vanilla appeared in a new dress. In these years the United States was wearily pulling itself out of one of the worst depressions in its history. That was the panic that spawned the Free Silver issue and begat William Jennings Bryan.

From about 1896 to 1914 came an era of development and prosperity. There was a short panic in 1907, but it was soon over. All through those years Dr. Price sat tight.

But 1914 brought the World War. Cotton went to almost nothing and everything else went with it. Dr. Price restyled his vanilla bottle in 1914 and 1915. One might call it the effect of the World War on a vanilla bottle.

By 1916 the United States was getting prosperous again. We were coming out of it. Also we got into

it. On entering the World War a tide of prosperity set in. Dr. Price did not restyle again until 1923.

We were then just beginning to fight our way out of the first post-war depression. If your memory is good, well, that panic hit in 1920 and we just got well out of it by 1925. The vanilla bottle was restyled three times during that affair—in 1923, 1924 and 1925.

From 1925 on the Price company used the same label. That is—until 1931. It restyled that year and again in 1933.

The evidence is here, conclusive, that never once has the package been restyled during years of prosperity. It has been restyled nine times during twelve years of depression.

The familiar Dr. Price trade-mark, a cornucopia filled with fruits, in a circle, went to the back of the package in 1915, where it still remains. It was in 1915 that the "Tropikid" was invented. He held his place at the top of the container for 16 years.

But in 1931 he got shoved down to the center and the words, "Dr. Price's Vanilla," went back to the top, where they probably belong.

Dr. Price's vanilla flavoring extract came into existence in the 1850's. A simple little thing like the cork in the bottle caused grave concern for about 80 years. The alcohol in the extract was hard on the cork. Corks got soft, broke off, got pushed in. For years the company tried packing an extra cork with each bottle. That helped but didn't cure.

Recently a tin top has been used. At first a cork liner was tried. It was an improvement but not a cure. Finally a tinfoil liner was developed. It is called "100 per cent." Eighty years to get a perfect top on a bottle!



Most sales managers limit their field work to calls on their immediate customers, without any attempt being made to contact typical consumers in the various territories. Here's one who has a different idea—and makes it work.



Talks With Farmers Guide this Sales Manager's Sales Plan

I KNOW many sales managers who spend a part of their time on the road. They occupy this time variously. Some of them visit their branch houses. Others call on each salesman in his territory, and spend a few hours with him. A few travel into the hinterland to shoot trouble, to placate irate buyers or to win back lost customers. Some sales managers call on their company's star accounts. Others take a flying trip over the country occasionally to address sales conventions or meetings of other kinds. Some sales managers sell while they are on the road. Most of them, however, make no attempt to sell. While it is true that few sales executives follow exactly the same routine, most of their trips run fairly true to form—in the main they are sales-supervisory, pulse-feeling jaunts.

I know of one sales director, however, whose trips of this character are decidedly unconventional. This man is D. D. Strite, sales manager of the New York Wire Cloth Company. Mr. Strite aims to visit his trade once a year. The company distributes through wholesalers. It has 134 of these distributors at the present time, not counting a scattering of industrial buyers who purchase direct.

It takes Mr. Strite about three months to visit his jobbers. He travels by automobile. An average of six calls a day are made, apportioned something like this:

Wholesalers	2
Retailers	2
Consumers	2

Visiting the wholesalers is the only obligatory part of Mr. Strite's schedule. The visits with retailers and consumers are voluntary. Why he makes these latter calls is the feature that distinguishes Mr. Strite's road trips. His calls on jobbers are largely

good-will contacts, and are handled much as all sales managers handle their visits with their distributors.

Mr. Strite's retailer-calls are on merchants who deal in his product, and in some cases on prospects who do not carry it. These men are customers of the New York Wire Cloth Company's jobbers. The company, itself, has no direct dealings with them. The only immediate contact it has with them is through Mr. Strite's visits.

This sales manager's calls on these men is in the nature of a market investigation. He finds out what brand of wire cloth they are selling, and if it is not his own brand he wants to know the reason. Why do they prefer the competing goods? Is it price? Has it something to do with the quality of the wire? Or is it the personality of the jobber's salesman who is calling on that merchant? Is he presenting the New York Wire Cloth story properly?

On the other hand, if the retailer is carrying Mr. Strite's product, he asks why? Is he fully satisfied? Is the line broad enough? Is it being adequately merchandised? Is there anything either the manufacturer or its distributors can do to help the retailer increase the sale of wire cloth?

Of course these interviews are not conducted in this census-taking fashion. As a rule, Mr. Strite merely introduces himself to the merchant, and gets into a friendly chat with him. He gives the retailer a chance to get anything off his chest that may be

bothering him. Mr. Strite is there to get the retail distributor's story and not to sell him merchandise. Incidentally, he does tell his own story, whenever he has an opportunity, but he makes no attempt to take orders.

Most of Mr. Strite's consumer calls are made on farmers. As he travels from one jobbing center to another, he picks out likely looking farmsteads for a visit. He drops in only on those places where there is someone around the yard. As the visits are casual, it would be a mistake to have a farmer come in from the field or to give up some other work he may be doing in order to greet the visitor.

Mr. Strite talks to the farmer about everything under the sun. They usually let the conversation drift wherever it will. They discuss crops, livestock, prices, the World Series, politics and the economic situation in general. In the meantime, Mrs. Strite, who usually accompanies her husband on these trips, engages the woman of the house in a confab. Nine times out of ten the problem is not to get the farm family to talk but to terminate the visit. In most places the Strites are killed with friendliness. Often they are shown through the place. They are invited for dinner. They are offered gifts, consisting of preserves, cakes, prize fruits and vegetables and other evidences of agricultural bounty.

Many of these contacts prove permanent. The Strites call back on their friends the next time they are again in their neighborhood. The names and addresses of the people called on are kept. Christmas cards are mailed to such of these folks as would appreciate the remembrance. Mrs. Strite occasionally sends a small gift to some family who was especially responsive to their visit.

After each call, Mr. Strite dictates

BY
JOHN ALLEN
MURPHY

*Photo at left courtesy
Caterpillar Tractor Company*

to his wife an account of the information he got and the impressions he gained. Since he has been making these wholesaler-retailer-consumer calls for eight years in his present connection and nearly twice that many years in a previous position, he has had thousands of interviews. These interviews have yielded him a vast fund of data about the market to which he is catering.

For instance, he has learned that farm dwellings average 16 windows each, and that only two of these windows are screened. He knows from personal observation that very few barns are screened. He has found that the farmer has never been properly sold on protecting either his family or his livestock from insects. The farmer, however, is open-minded on this, as on most subjects. He is eager to learn, and when told of the value of screening, he is quick to appreciate the point.

Brass Tacks for Jobbers

An optimistic outlook on the economic future of the country is another by-product which Mr. Strite receives from these calls. The farmer has the reputation of being a pessimist. Actually the agriculturist is a most hopeful person. He has to be. Any one that has to gamble on Nature's munificence for his living must have an abiding faith that in the long run everything will come out topside up. Mr. Strite says that the farmer is never so down-in-the-mouth as the politicians would have us believe.

But the greatest value that this manufacturer derives from contact with all divisions of his market is that it gives him confidence in dealing with his jobbers. He knows the exact situation in the trade, not only in any particular distributor's territory, but in the territories of all of them. He can compare the methods of one with the other. If a jobber is not so successful as he might be, Mr. Strite can tell him why he is falling down. Also if a distributor is doing an unusually good job, this sales manager, because of his intimate knowledge of how all his jobbers operate, is able to put his fingers on the reasons for the success of this concern.

The real test of the effectiveness of Mr. Strite's system of handling his trade is the results obtained from it. The New York Wire Cloth Company employs no salesmen. Its sales manager and one assistant, who operates much as does his chief, dispose of the company's entire output. And this is saying a lot when we consider that this concern stands around the top of its industry.



Bayer, Ipana and Luckies Test New Window Technique in Chicago

What, no girls? Selling sans sex! Display deleting diaphaneity! Not a co-ed in a carful! Whole windows made up without sin, skin, shin or sinuosity. No love, no lithography. The picture painted with products. The new era in window trimming! At least it is different, a relief.

Something of an experiment has been tried in Chicago this summer, in "high spot" locations, the displays being moved from spot to spot. They are spoken of as super-displays.

This new type of window display—called by some "after the World's Fair influence," by others the Continental Effect—has attracted much attention. Gay crepe papers are noticeable by their absence. Nothing distracts from the product itself. It is severe, simple. But it is attractive, artistic, impressive.

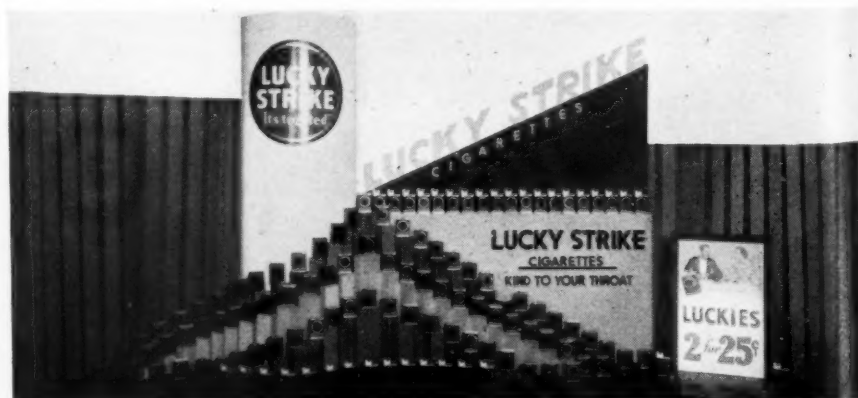
The Bayer, Ipana and Lucky Strike displays, shown here and on page 255, were designed and installed by the Fisher Display Service, Chicago, in various of the city's most important

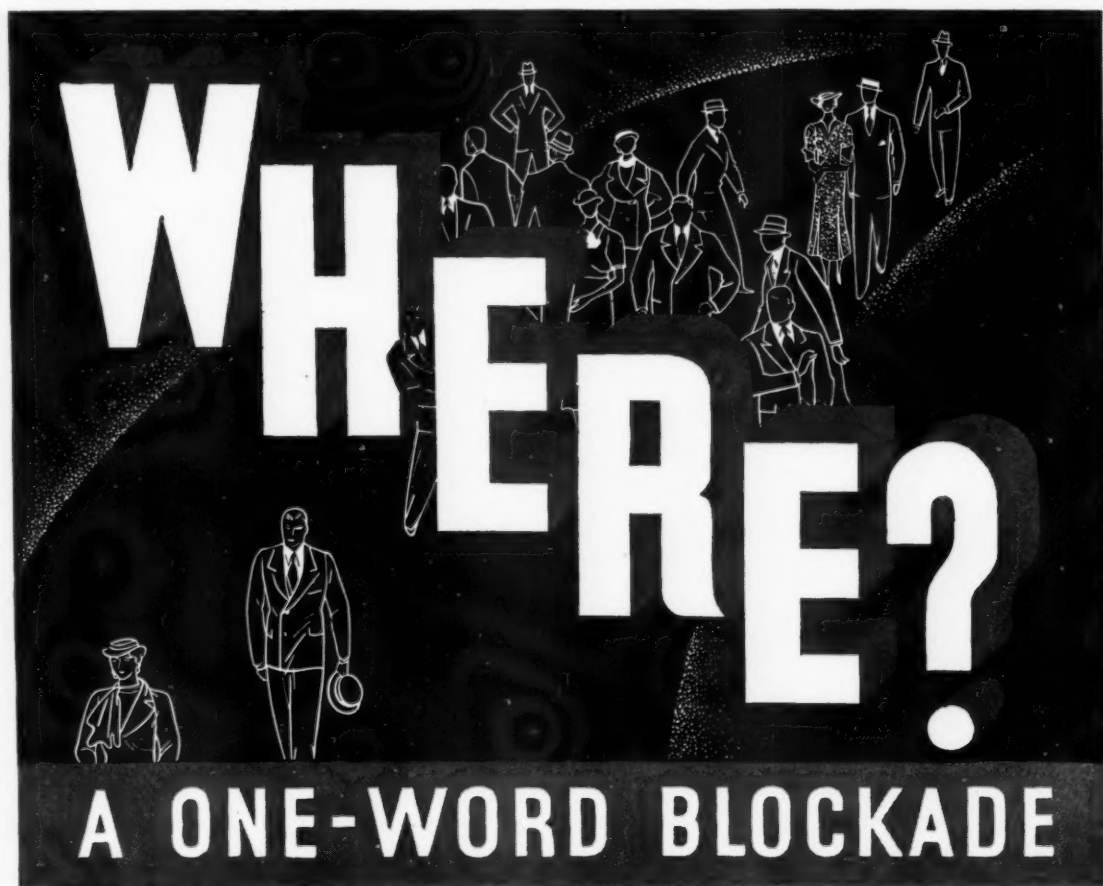
windows. The thoughts, in the main, it is freely admitted, have been borrowed from the new ideas of window-art originating in Germany and France.

The artists paint, not with colors or drapes, but with pots, pans, textiles, cartons and containers. Too often, they contend, too much effort is aimed at attention for the window and too little for the product itself.

It is the School of Thought that complains that rabbits don't sell gasoline or dogs sell autos. It cuts out Scotchmen, Ugandis, Jack Spratts, Sunny Jims and other irrelevant and extraneous attention compellers. Maybe there's something to it. David Harum, history records, never used a Godiva to sell a horse.

Anyway, looking at the accompanying pictures, one gets the idea that Bayer sells aspirin, for aches and pains. It's pretty evident, too, that Lucky Strike is the name of a cigarette, not a lipstick or a bathing suit, and that Ipana (see page 255) is first, last and always "for healthy gums."





Prospects can't buy your brand unless they know "WHERE TO BUY IT"

Most prospects aren't very persistent. If it is difficult to get the brand they want, they frequently accept "something just as good."

Under the "Where to Buy It" plan your authorized dealers are listed in classified telephone books *under your own trade mark*. Prospects who want your product or service simply look for that trade mark . . . and are directed to your nearest dealer—name, address, telephone number. Thus substitution is discouraged; advertising results made more certain.

The classified telephone book is used by millions daily. It serves 25,000 cities and towns throughout the entire country—you may be listed in as many as your distribution warrants.

Because of the great coverage and flexibility of the classified directory, more and more manufacturers are adopting "Where to Buy It" Service as the means of directing prospects to authorized dealers. Oldsmobile, Goodrich, Westinghouse Refrigerator, Mimeograph, Stromberg-Carlson are a few of the many users.

The cost is indeed reasonable—so reasonable that you should investigate this helpful service. Communicate with Trade Mark Service Manager, American Tel. and Tel. Co.; New York address, 195 Broadway (EXchange 3-9800); Chicago address, 311 West Washington St. (OFFicial 9300).



CLASSIFIED TELEPHONE DI

Furnaces.—(Cont'd)

HOLLAND FURNACES

Repairing and cleaning all makes of heating systems. Call an experienced Holland Heating Engineer to solve your heating problems. Telephone our local branch.

HOLLAND Vaporaire HEATING

"WHERE TO BUY IT"

BRANCHES

HOLLAND FURNACE CO

HOLLAND

A typical "WHERE TO BUY IT" listing



Gaetano Viviano

Recognizing that adequate distribution is a prerequisite of profitable advertising, this quality macaroni products manufacturer is building slowly among independent dealers in winning the New York market. In 7 months 50 jobbers and 3,636 independents in the metropolitan area have been lined up.

How Viviano Is Preparing to Make 1935 Advertising Pay

"YES, I think I could have given them New York in a few months," said M. L. Ponder. "But I'm glad they did not try to take it that way. I'd rather help a manufacturer build slowly—and stay built."

Mr. Ponder, mentioned before in this magazine, ranks high as a grocery products broker in the world's largest market. He has been primarily responsible for the introduction there of Bean-Hole beans, Ivanhoe mayonnaise, Phillips soups and vegetables, Seminole toilet tissue and other products.

The products under present discussion were some of the 67 varieties of alimentary paste (macaroni to you) of V. Viviano & Bros., St. Louis. For years the Viviano line had been widely sold throughout the Middle West. Excepting only, perhaps, the C. F. Mueller Company, of Jersey City, Viviano has had the largest volume in the macaroni field.

What is volume, what is prestige, however, without New York?

Many times the Vivianos had asked themselves this question. Several times in their history they had spent a lot of money and energy to gain a foothold in New York. But they were able to hold on, as Mr. Ponder explained, "only as long as their price was favorable." Because every item in the Viviano line—straight macaroni and "elbows," spaghetti, "sea shells," egg noodles—is made of semolina (the amber-colored durum of wheat), instead of flour, their prices were liable to be a bit higher. They were sold in competition with American macaroni products, though their quality was equal to that of the best imported.

When Mr. Ponder got together

with Gaetano Viviano, general manager, and S. d'Alessandro, secretary of the company, last winter, on plans for the current siege of New York, it was decided to proceed slowly and economically, and to "make the products absorb themselves in the market." Instead of going direct to the chains, offering concessions and deals and other baits, and then splurging right off into intensive newspaper and other advertising, the products would be sold at first only through jobbers and independent grocers. They would be advertised by personal explanation and a bit of consumer and dealer direct mail. Additional outlets would be added only as they could be absorbed.

"After we had signed 7,000 or 8,000 of the 15,000 independent grocers in the New York metropolitan area—after we had convinced a million or two of the area's 10,000,000 people of the 'nourishing, digestive and delicious' quality of these products, and had proved this conviction by their own reorders," Mr. Ponder added, "then we'd tackle the rest."

"We started work February 1. By September 1—seven months later—we had signed 50 jobbers and 3,636 independent grocers, in Manhattan, Brooklyn and the Bronx. Though

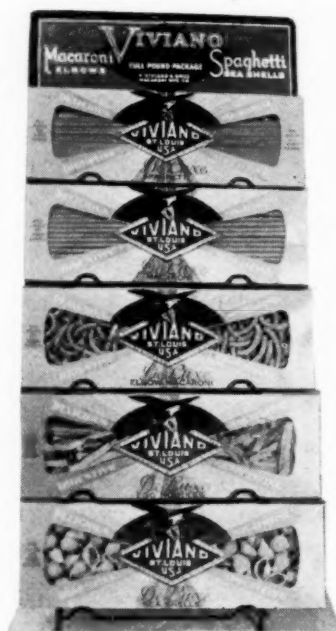
this is by no means an extraordinary record, we believe that these accounts are not only signed but pretty permanently sold. Our first order from a jobber was for 200 cases (two dozen packages to the case). Our total sales since February 1 have been 240,000 cases. To illustrate the fact that the products, after a slow beginning, are now gathering momentum: one jobber has bought 10,000 cases in four recent weeks.

"In addition to my regular force, who take orders from jobbers, I have three men who contact retailers with the jobbers' salesmen. Mr. d'Alessandro has been personally active in this work here. We believe that Viviano products deserve (and perhaps necessitate) personal 'explaining' to dealers. The salesmen carry the principal members of the line in a 'sample case.' To emphasize the amber-color and the quality of Viviano products made from semolina, the com-

pany has adopted Cellophane 'front windows' for the packages. Grocers recognize the difference, and housewives do, too, as soon as they have tasted them.

"To stimulate new retail accounts, G. Viviano sends from St. Louis, to names supplied by us, a letter offering

(Continued on page 292)



The Viviano line

"Among those present—"

• on the Media Records list

TOTAL ADVERTISING of the First Fifty MORNING PAPERS
As measured by Media Records, Inc.
First Seven Months 1933

1. Chicago Tribune
2. New York News
3. New York Times
4. Wilkes-Barre Record

Index
6,047,804
5,210,754
5,100,033
5,007,169

TOTAL DISPLAY ADVERTISING of the First Fifty MORNING PAPERS
As measured by Media Records, Inc.
First Seven Months 1933

1. New York News
2. Chicago Tribune
3. Wilkes-Barre Record
4. New York Times

Index
5,196,405
4,141,916
4,336,830
4,031,924

• of Fifty First Linage Leaders

GENERAL ADVERTISING of the First Fifty MORNING PAPERS
As measured by Media Records, Inc.
First Seven Months 1933

1. Chicago Tribune
2. Boston Herald
3. New York Herald-Tribune
4. New York Times
5. New York News

Index
1,118,408
1,022,884
1,012,944
964,701
917,125

• among morning newspapers

RETAIL ADVERTISING of the First Fifty MORNING PAPERS
As measured by Media Records, Inc.
First Seven Months 1933

1. New York News
2. Wilkes-Barre Record
3. Chicago Tribune
4. Boston Herald

Index
4,061,508
3,399,384
3,158,129
2,609,557

• first seven months of 1933

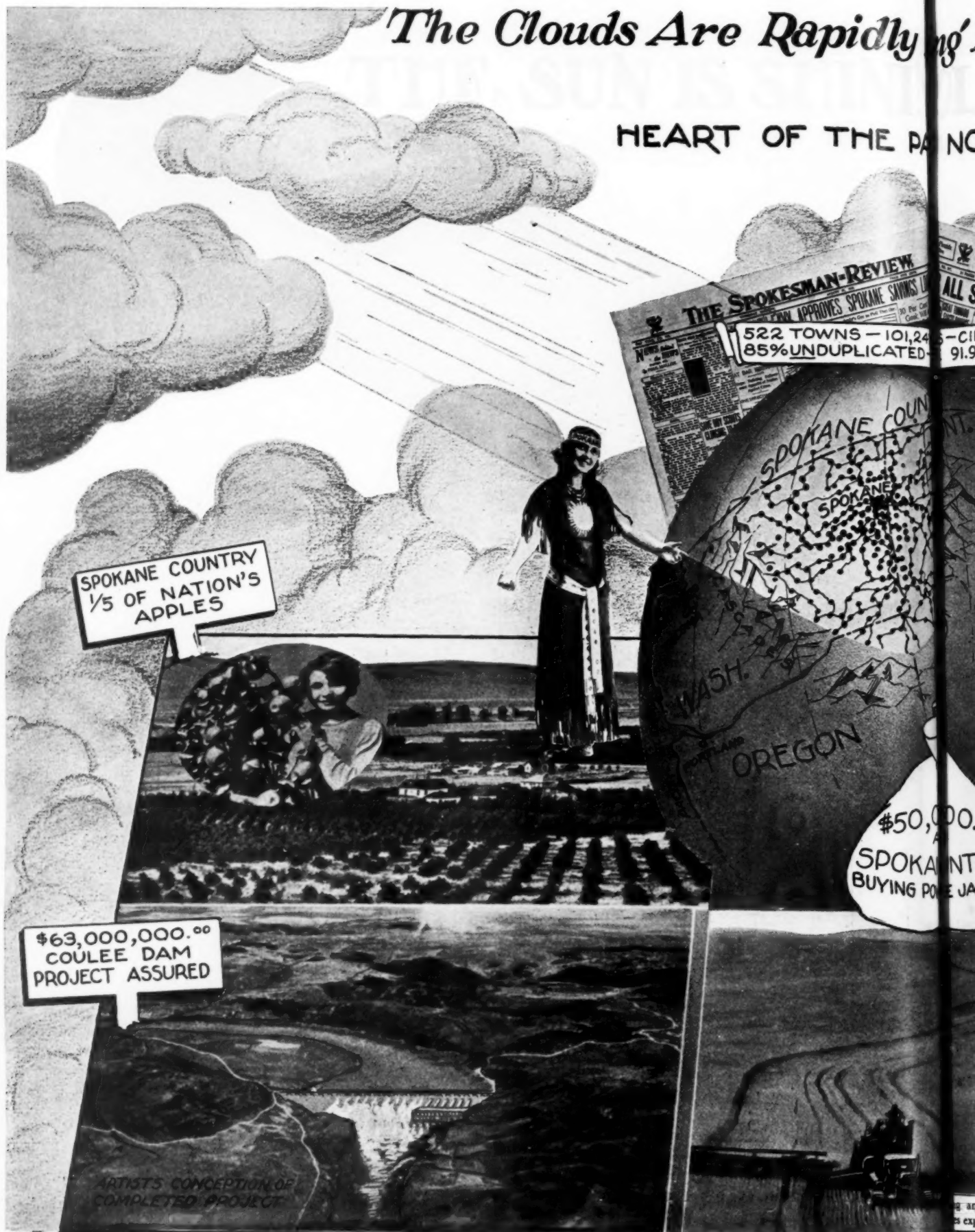
DEPARTMENT STORE ADVERTISING of the First Fifty MORNING PAPERS
As measured by Media Records, Inc.
First Seven Months 1933

1. New York News
2. Chicago Tribune
3. Philadelphia Inquirer
4. Camden Post
5. Philadelphia Record

Index
1,893,784
1,537,516
1,404,358
1,385,945
1,262,556
1,258,609
1,234,716
1,182,349
1,136,197
1,100,306
1,024,561
641,445

The Clouds Are Rapidly ng'

HEART OF THE PA NO



ARTIST'S CONCEPTION OF COMPLETED PROJECT

Representatives:
WM. J. MORTON COMPANY
New York Chicago
M. C. MOGENSEN & CO., INC.
San Francisco, Seattle, Los Angeles, Portland

THE SPOKESMAN-REVIEW

COVER SPOKANE AND THE SUN

ing' Away ~ And

PA NORTHWEST—A PREFERRED SPOT

SPOKANE'S per capita spendable money even for 1932 was 37% above U. S. Average. Now, the sharp price advances on products of the Spokane Country together with good crops and speeding-up in mining and lumbering have definitely pushed the clouds away—and the sun is shining many millions of extra gold on this favored section.

The value of Spokane Country products for 1933 has jumped over \$50,000,000. Your potential customers in this market have already benefited many millions on products sold at higher prices.

R. L. Polk & Company's Consumer Study shows THE SPOKESMAN-REVIEW and SPOKANE CHRONICLE's combined 85% UNduplicated circulation gives you a home effective coverage of 93.76% for Metropolitan Spokane and 91.95% in Spokane's entire urban trade area. Spot the Spokane Country now—get 30% to 60% above U. S. average sales results.



SPOKANE COUNTRY
1/10 OF NATION'S
WHEAT

SPOKANE COUNTRY
1/4 OF SILVER
1/3 OF LEAD

SPOKANE COUNTRY
100'S OF SAW MILLS
SPEEDING UP

g and sacking wheat at one operation
expenses and increases profits.

VID **Spokane Daily Chronicle**
THE COUNTRY LIKE THE SUNSHINE

DOMINANT FARM MAGAZINES
The Washington Farmer
The Oregon Farmer
The Idaho Farmer



Sales Planning for

Extra Reward for Extra Effort

By way of doing your bit for the NRA and at the same time giving the salesmen a break, offer the men some new inducement to increase the size of their orders during the remainder of this year. Give them a slightly higher rate of commission beyond a certain minimum, with a sliding scale cash bonus for attainment of certain quotas in dollars or units. Don't expect a straight salary or a flat commission to inspire any very great yen on the part of men to make extra calls and put in extra effort. It takes something with more *incentive* in it to achieve that. Bonuses or merchandise prizes will do it.

Dramatization of Savings

A concern that sells water coolers successfully tried a mail stunt recently which might be used by many companies in other lines. The mailing piece consisted of a facsimile check "good for \$30 to \$36." The following message accompanied the check: "The check pictured herewith represents the saving you can make annually, on every water-cooling unit you now use, under the new ——— Water Cooler 'Net Rental' plan. No matter what type of cooler you are using the Plan will save you at least 50 per cent of present cost and give you 50-degree water 24 hours a day. . . ."

In addition to a nice volume of immediate sales, the company reported, "the mailing widened our operation as we received prospects from out-of-the-way places that we would not have covered in our routine set-up."



Midget Prize Plan

Prizes offered to salesmen need not necessarily be elaborate. Just to keep things interesting, keep putting up small things—a fountain pen, a cigarette case, a hat—for best performance over two- or three-day periods. It keeps the men from slipping into ruts.



Neck of the Bottle House Organ

Cannon Mills have a very simple four-page bulletin which goes to retail salespeople as a medium for disseminating simple sales training ideas. Small cash prizes are paid for the best stories sent in by store clerks about actual sales experiences in selling Cannon towels and sheets. Salespeople are given terse instruction about what constitutes quality in Cannon merchandise, so they are equipped with facts to push higher quality goods. If the retail salesperson is the neck of your sales bottle, and you would like to consider a similar plan, perhaps you could get Cannon to send you a couple of sample copies.

Call Tasks for Salesmen

We keep trying to hammer home to salesmen the necessity for making more calls, yet few companies give their salesmen a definite *call task* to perform. Any salesman is the better for having a standard of performance by which to judge his own work. Begin to do now what

October

the Iron Fireman Company did the first of this year. In outlining the year's job, they set this task for their dealers:

"In 1933 say it with sales calls. Remember the formula: Ten calls a day; 60 calls a week; 250 calls a month; 3,000 calls a year. It is from such a program that orders come."

Can't you imagine that the dealer who had contacted only 30 possible buyers in a week's time, realizing that he had done only a 50 per cent job, might redouble his efforts out of sheer shame at his own record? Whereas, without such a mark to shoot at, he might otherwise have considered 30 adequate.

Real Help for Dealers

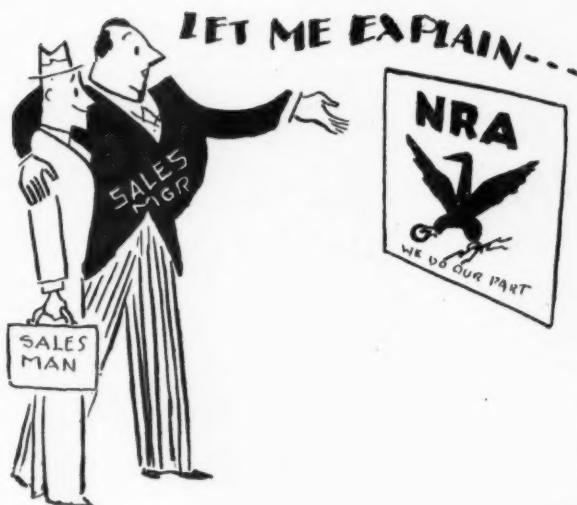
Wayne Oil Burner Corporation enjoyed a nice increase of 50 per cent during the first six months of 1933 over 1932. One important factor in their plan was the use of a traveling "field laboratory," consisting of trucks with necessary instruments, parts, etc., manned by a competent combustion engineer. He would call on dealers, and, in turn, on the more important prospects, making surveys of draft conditions, flue gas analyses, etc., which helped dealers close orders at a time when high-pressure sales effort failed. A good way to put more "service" into your dealer service program, if you have an analogous type of product.

The Stockholder: Forgotten Man?

If your company is publicly owned, for heaven's sake find a way to make better use of your stockholders. They should have full information about your line and should be reminded often that they can help not only by buying your goods but by talking about it. General Foods last year sent out a mailing in which they asked for suggestions—about products, sales plans, advertising. Later a number of those received were embodied in the marketing plan.

Test to Prove Quality

Real Silk hosiery men are currently making excellent use of the results of a hosiery test made by the Pittsburgh Testing Laboratories. Would a performance report perhaps supply some much-needed ammunition for your men?



Salesmen and the NRA

Take your salesmen into your confidence on NRA matters. Don't leave them wondering what's going on and why. Talking uncertainty only begets more uncertainty. Tell them about your code, what's been done on it, why it's being done. Salesmen are in a tough spot now—between the manufacturer whose costs are rising and who is himself more or less befuddled, and buyers who are not taking any too kindly to jumps in price schedules. Saunders Norvell has a fine article elsewhere in this issue which we have arranged to reprint (the cost is nominal) for your distribution to your men. It is aimed at this specific problem.

Credits and Collections

Right now would be an excellent time to loosen up on credit a bit where such a policy seems justified. An extra 30 or 60 days' dating on bills would help materially to get the small retailer stocked adequately for his Fall demand. Likewise, go after delinquent accounts strongly in October, because more money is likely to be coming in. Remember that as fast as these old bills are cleaned up, you open up opportunities to sell again.

Famous Names in Sales Promotion

Make a special effort to get pictures of your product in use (if your product adapts itself, of course—many do not) in the homes of famous people, in well-known plants, or wherever your market is. Then put 'em together in a roto broadside with just a little bit of copy with each. Take a lesson from the tabloids. Such pieces get read when others only land in the waste basket.



Buyers told Sealright investigators to put display value into paper cups and to functionalize their uses. Thus the new line was designed to emphasize those two features.

Design Strategy Helps Industrial Firm Crash New Consumer Market

IT'S a man-sized job any time for a manufacturer familiar with the consumer market to introduce to it a product on which competing manufacturers already have the market all sewed up. But when a manufacturer whose experience has been limited to the industrial field suddenly decides to cultivate the consumer market, he has a formidable proposition on his hands.

The Sealright Corporation, for instance, for many years a leading manufacturer of milk bottle tops and paper containers for the food industry, decided, in the latter part of 1932, to bring out a line of paper cups for direct sale to consumers. Sealright knew the paper container business—paper cups would be an obvious adjunct to its production output. But as far as consumer merchandising was concerned, they were not up to snuff, and they didn't make the mistake of not being sure of their ground first.

Sealright did not ignore the fact, either, that the manufacturers already established in the consumer paper cup market were doing a good job—and that, by that very token, Sealright would have to make an especially significant production and merchandising contribution to make any impression as a newcomer.

Before plunging into the new and untried field, J. L. Dolphin, sales manager of the Sealright Corporation, enlisted the cooperation of Trade-Ways, Inc., to do a preliminary merchandising survey of paper cups.

The following comment, made by a chain store buyer in response to Trade-Ways' test questions on the chances of a new line's being accepted, was typical of the attitude of both syndicate and department stores:

"We are pretty well satisfied with our line of paper cups and plates at the present time, and there isn't very much I can suggest to a manufacturer

who intends going into that end of the business. However, *if they develop something new and distinctive* (the italics are ours), we should be only too glad to look at it and consider it for our stores. But if it is going to be *just another cup* or another plate, then I can assure you it would not be worth while for the manufacturer to solicit our business."

Most of the reactions of buyers were similarly lukewarm and freighted with warning—and still Sealright went ahead (and they've achieved remarkable distribution since July).

Besides interviewing syndicate store buying offices, department store buyers, the survey included shopping observations and experiences, and took from November, 1932, to February, 1933, at which time conclusions were arrived at and recommendations made. The objectives of the survey were:

1. To determine consumer trends in paper cup purchases.

DESIGNING TO SELL

BY R. S. McFADDEN

..by Postal Telegraph!

SNAP into *this* one...you sales executives with a problem on your hands...reach them **DIRECT** by Postal Telegraph! No bother. No fuss. No delay. No need for anything but a sales message and a prospect list.

No yawning waste-basket invites your message when it's a Postal Telegram. No outer-office autocrat decides its fate. It goes **DIRECT** to the person you want to reach. Its distinctive blue envelope shouts "Read me quick." Its message is studied...restudied...read between the lines. It goes **ACROSS**!

Results? Let a Postal Telegraph Representative call and give you some astounding facts. Just lift your receiver...say "Postal Telegraph" ...and ask that a representative call...that's all.

• • •

Postal Telegraph is the only American telegraph company that offers a world-wide service of coordinated telegraph, cable and radio communications under a single management. Through the great International System of which Postal Telegraph is a part, it reaches Europe, Asia, The Orient over Commercial Cables; Central America, South America and the West Indies over All America Cables; and ships at sea via Mackay Radio.

THE INTERNATIONAL SYSTEM

Postal Telegraph

Commercial
Cables



All America
Cables

Mackay Radio



2. To obtain reactions from buyers on the best selling prices and types.
3. To sense trade and consumer demand in design, packaging and merchandising of paper cups.

Prominent retailers contributed suggestions and helped interpret consumers' needs. The stationery buyers of two large department store group buying associations, buying for twenty-nine stores throughout the country, voiced *their* customers' needs. From these sources were gleaned several distinct merchandising ideas which grew out of comments on the shortcomings of existing lines.

For instance, it was learned that time and again customers called for paper cups to harmonize with paper plates. Since no manufacturer makes both cups and plates, there was a complete disassociation of color and design.

Setting a Price Policy

Cups for hot beverages were criticized because they buckle, and they're uncomfortable to the fingers. Here was an idea to produce a cup with a holder.

One of the most outstanding weaknesses of existing cup merchandising was found to exist in the price ranges. Ten cents was agreed upon as the most popular price for cups in quantities. The chain stores were satisfied on that score—but department stores declared that the price gap between ten cents and twenty-five cents, the next higher-priced line, seemed to have no reason for existence. Department store buyers were convinced that a fifteen-cent line would have ready acceptance. There was another thought. While the investigators were on their shopping tours for paper cups, they observed that there was very little counter display of the item. Obviously, this was due to the fact that the cups were nested and wrapped, the bulk item lacking eye appeal and not lending itself to counter stacking. The result was that the merchandise was kept under the counter or in bins. This, of course, was a great merchandising handicap to an item sold largely on sight.

From this discovery another merchandising idea suggested itself. Why not package paper cups so that they would invite counter display by being easy to stack, and at the same time would reveal the quality and appearance of the cups?

Packaging cups would have another advantage besides display. It would enable the manufacturer to merchandise cups according to *function*. Hot

cups, for instance, were not getting as good a sales break as they should because they were not being aggressively merchandised as being specially designed for hot beverages. Packaging this type of cup, and classifying and identifying it clearly and specifically as "hot cup," would establish it definitely in the consumer's mind.

The popular use of cold cups for picnics, parties and large social gatherings suggested a package as a device for emphasizing this use for decorated cold cups, and identifying the item as "Party Cups."

And for the every-day, utilitarian plain cup, what could be clearer and more direct than a package designated as the "Kitchen Kup?" By way of summing up the advantages of packaging paper cups, Trade-Ways, Inc., listed the following points for its client:

1. Eye appeal—particularly the feminine eye
2. Functionalized use of paper cups
3. Display value in a paper goods department
4. Preservation of merchandise
5. Convenient packaging, shipping, storing and counter display
6. Economy of materials and labor
7. Promotion of Sealright name and sales story.

When Colors Fight

So the packaging recommendation was acted upon, with the objective of making the packages so attractive that they would stand out from competitive merchandise. Also the Sealright name, which has been extensively advertised to the consumer, was conspicuously promoted on the packages. Another valuable detail, which was developed as the packaging program was worked out, was that of cross-advertising the various Sealright lines on each item. So that when a customer bought "Party Cups" she would be reminded that Sealright also made Hot Cups and Kitchen Kups.

When it came to designing the cups themselves, Sealright remembered the shortcoming of paper cups on the market, and decided to capitalize on the knowledge gained in its preliminary survey by incorporating in *its* cups those features which were so far lacking.

In the case of the "Party Cups," for instance, it strove for color effects and designs which would harmonize with the largest number of the most popular paper plate lines on the market. It was manifestly impossible to design cups absolutely to *match* all of these

lines, but by employing intelligent designers who directed their knowledge of design and color so as to harmonize pleasantly with a large variety of plates, Sealright effected a range of composite designs which would "go with" contemporary plates.

Then in the case of the "Hot Cups," a number of ways of getting around the buckling and hot feel to the fingers were considered. Finally, a pleasantly designed cardboard band was put around the "waist" of the cup, adding a note of decoration, protecting the fingers, and providing the rigidity which most hot cups lack. By putting a cellophane window in the cardboard package in which the cups were sold, these features are visible to the customer.

The following paragraphs, taken from Trade-Ways' recommendations to Sealright, illustrate how these features were promoted:

To Eliminate Seasonal Peaks

"Under ordinary circumstances, the attractiveness of the new Sealright cups, as compared with competitive products on the market, would be a sufficiently strong reason for adding them to present retail lines, but the resistance of buyers, which was noted, to the introduction of new lines, makes it desirable to fortify the salesmen with every legitimate argument bearing upon the distinctive sales advantages of the new lines.

"A demonstration of the harmony of Sealright cups with paper plates in the dealer's stock is an effective and convincing sales argument. The salesmen should be equipped with the authoritative information necessary to make this demonstration."

Having done the survey, settled on packages and on functionalized merchandising of paper cups, always with a view to meeting consumers' requirements, Sealright went back with their offering to the buyers who had inspired them. With the result that there was an instantaneous acceptance by almost all of the retailers approached. Here was a line which lent itself to *merchandising*. They could display it, and make an effective sales presentation instead of keeping it under counters. Although the line was introduced only in July, it already has wide distribution.

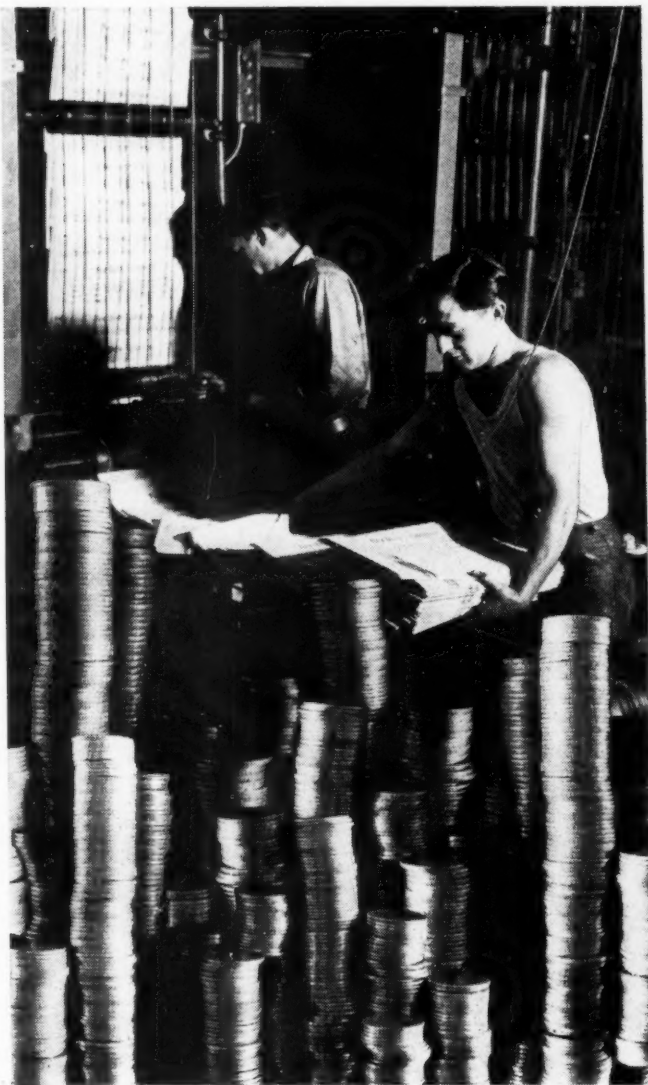
Besides holding every promise of compensating for the slowness in Sealright's industrial lines, the new merchandising set-up also promises to level out the seasonal sales which obtain in the paper cup business. Hot Cups and Kitchen Kups are expected to produce considerable business during the heretofore slow winter months.

\$7,000,000 WORTH OF READER PREFERENCE

Last year, people paid more than \$7,000,000 for the pleasure of reading the New York American. When any group of the public spends \$7,000,000 to read one newspaper—they like it.

They don't *have* to read it; it is not forced on them by subscription schemes or sales pressure. New York is a market where papers are not bought on subscription but are bought one at a time. Each sale is a personal, voluntary selection based on preference for an individual newspaper.

To have these sales of the American add up to a volume of more than \$7,000,000 yearly is a good indication of where this newspaper stands in the estimation of its public.



A newspaper that can reach a sales volume of more than \$7,000,000 a year for its own product in small unit sales, offers an excellent index for advertisers to use in placing advertising to sell their own products to these same people.

It will interest advertisers also to know that the Sunday New York American is so well liked by the people of this market that more money is spent for buying it than is spent for any one day's issue of any other newspaper in America.

New York American

NATIONALLY REPRESENTED BY PAUL BLOCK AND ASSOCIATES

NEW YORK CHICAGO BOSTON DETROIT PHILADELPHIA SAN FRANCISCO LOS ANGELES

Fraud, Foliage, and Free Samples: Reporter Finds Tastes of Masses Unjaded at Chicago Exposition

EDITOR'S NOTE: In the first part of this article Mr. Donnelly pointed out that a study of the degree of appeal in the various exhibits at the Century of Progress Exposition, as reflected by the crowds in attendance, is an excellent lesson in merchandising and advertising for any marketing man who is trying to reach the mass market. Some of the simple, inexpensive exhibits pulled far bigger crowds than displays which involved heavy expenditures. What pulled and what didn't was summarized by Mr. Donnelly, following which he presented thumbnail reviews of the exhibits in the Agricultural, Federal, States, Firestone and

Part II of an article

BY

R. B. DONNELLY

Kochfix: Have you heard of them? A cooker with a demonstrator in a very small booth with seats. ("A roast and three vegetables ready in four minutes.") It was jammed, and greedy-looking faces pushed against the rail waiting to enter. Free samples of pot roast and trimmings after each demonstration!

Sunbeam Mixmaster: This booth was one of the few supplied with seats which had small attendance. Perhaps its formal aspect frightened them.

General Electric: The talking picture

patiently to get into the elevator going to the diamond mine, and elbows fought to get near the famous diamonds and replicas of royal crowns.

National Cash Register Company: Water wins again! A miniature river in which a mechanical boat was piloted by a National Cash Register past the rocks of carelessness and inaccuracies held breathless attention.

The Cuneo Press of Chicago: Possibly in memory of "hickory-stick-days," they all stopped to view the reproduction of the Gutenberg Press.

U. S. Steel Company: This huge exhibit, alive with movement and lights and steel mill models, was most impressive, but not particularly crowded.

Gulf Gasoline: A huge moving piston was placed too far above the heads of the crowd to be noticed.



Keystone Photo

American Radiator buildings, and Hall of Religion. Here the reviews are completed.

* * *

Hall of Social Science

Harvard University: Had them fighting to get weighed free of charge at the Anthropometric Laboratory for the Measurement of Man exhibit.

Radio Corporation of America: The Victor dog, seven feet high, was hooked up with a moving jaw and a mechanical voice to welcome the hundreds of gaping faces which stopped before him. A mechanical ship sinking in a mechanical sea, while a mechanical voice explained the radio rescue, stopped more folks than many of more expensive RCA efforts.

show drew the weary, and there were plenty, but the more energetic could not take the time to stop. The G. E. Talking Kitchen, where a mechanical voice explained electrical kitchen equipment, also stopped them.

General Exhibits Building

Formfit: The parade of miniatures showing corset styles from 1833 to 1933 drew many smiling folks of both sexes.

Reliance Manufacturing Company: The demonstration of shirt-making stopped home seamstresses, and many men ordered shirts "made while you wait."

Chicago Jewelers' Association: "The Story of Diamonds" was the feature attraction in this building. Long lines of pushing, sweating folks shuffled im-

City Sealer, Joe Greim: Faulty scales and cheating devices shown here eclipsed many a more educational exhibit.

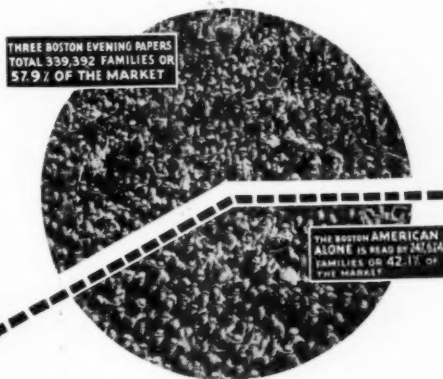
Time Building

The magazine *Time* had a comfortable reading room, containing 1,500 magazines, where it was hard to find a vacant seat.

Hall of Science

Union Carbide and Carbon Company: A miniature village ran second in attention value to a sculptured colored reproduction of that famous "doctors' ad," painted by Sir Luke Fildes, R.A., "The Doctor." Other more elaborate presentations failed to excite more than passing interest.

(Continued on page 284)



the Vital 42.

... they Make or Break a Sales Campaign in Boston



Crowd of 4,000 waiting for a Boston store to open in response to American advertising

EACH morning, trains, elevated, cars and busses pour their throngs into Boston from the 152 communities that make up Boston's market area . . . sidewalks are black with city dwellers on their way to business. The previous evening, in 247,600 of these people's homes, the BOSTON AMERICAN passed from hand to hand . . . its editorial features were read and appreciated; advertising in its columns was scrutinized and brought RESPONSE. These families always respond . . . a score of sales successes attest the fact.

The million people in these 247,600 homes form 42.1% of all evening readers in Boston . . . the VITAL 42. that Make or Break a Boston sales campaign. And they HAVE MADE many . . . with them in the picture an automobile distributor is doing a record-breaking business in 1933 . . . a department store had to ask the help of the police to handle a crowd of 350,000

. . . a furniture house did a CAPACITY business for three straight days of an advertised sale . . . a Boston merchant found a crowd of 4,000 waiting for his doors to open.

And these successes have been duplicated many times . . . are being duplicated . . . for Business definitely is BETTER in Boston.

With the American's 42% on your side, you can sell Boston. Without them, you neglect nearly half your market. That is why they are so VITAL. That is why the Boston Evening American rates FIRST consideration in planning any sales campaign that is headed for success.

the BASIC of BOSTON is the 42.% who read the



BOSTON AMERICAN
NEW ENGLAND'S GREATEST EVENING NEWSPAPER

NATIONALLY REPRESENTED BY RODNEY E. BOONE ORGANIZATION



A display in a J. L. Hudson (Detroit) window ties up with the WHC broadcast. At the left, Jean Abbey at the microphone; at right, a housewife listening in, and in between, a group of nationally advertised products.

Companion Shopping Plan Wins Store Cooperation

IN 55 of the nation's leading department stores, a composite young woman by the name of Jean Abbey is doing an extraordinary job to keep nationally advertised products out in front.

Miss Abbey is really 14 young women, all known by that name, who compose the *Woman's Home Companion's* Shopping Service. An energetic and enthusiastic reporter, schooled in style and value, she broadcasts every week in 14 large cities her experiences and discoveries in department stores—mentioning each time several *Companion*-advertised products by name.

The service is now completing its second year. The time on an important station in each market, and the salaries of the various Jean Abbeys, are paid for by the *Companion* in the interests of national advertising. Four stores participate in each market (except in Detroit, where there are three), one being explored each week.

Stores Suggest and Approve

The stores have an opportunity to suggest products to be featured and to approve the continuities. They also run announcements of broadcasts in their newspaper advertising. In their window and counter displays they stress the fact that the merchandise is "being featured on the radio by Jean Abbey, the *Woman's Home Companion* shopper."

Thus the messages which advertisers present to the 2,500,000 readers of the magazine are tied-in with three

other important advertising media, right up to the point of sale.

These 55 stores serve more than 1,500,000 customers daily. The radio programs are all given during morning hours and many over 50,000-watt stations, explained J. A. Welch, advertising manager of the *Companion*.

"For women," he added, "shopping is a perpetual adventure. We try to infuse this spirit of adventure into our programs.

Broadcasts Are News

"Our job primarily is to promote nationally advertised products, and to assist the stores in their displays and merchandising work. There is no relation between the size of an advertiser's investment in our magazine and the amount of emphasis on his products in the continuities.

"Like the stores, the products (perhaps 100 in the course of a year) are rotated. Sometimes this order is shifted about a bit to emphasize products of unusual seasonal or special appeal. The Jean Abbey talks are not verbal catalogs; they are *news*. They are prepared primarily to interest the listener. They are developed chattily, to hold that interest. To achieve this a number of non-advertised products, or style trends, may be mentioned, but only the nationally advertised products by brand name.

"The Shopping Service, which began in a test in Hartford in November, 1931, was undertaken on our belief that when a nationally known product is given equal display with other prod-

ucts on counters and tables, it will outsell them.

"So our representative told department store executives something about the *Companion*, of the number of *Companion* readers in their trading area, and of our plan to employ in major cities a shopper—a woman trained in department store work, who understood advertising and selling and had a good voice for broadcasting—whose duties would be to shop four important department stores in each city. These stores were to be selected by us on the basis of class or mass appeal, and other factors. Usually they would be the most important stores in each area.

14 Cities; 55 Stores

"Jean Abbey's duties would be to cooperate with publicity directors, advertising managers, merchandise managers and buyers. She would observe store features and merchandising events and report her findings to us. From her reports we would write a weekly 15-minute radio continuity.

"In exchange, the stores would give special counter, floor and window displays to nationally advertised products included in the broadcast, and newspaper announcements of the broadcast itself.

"We made it clear that this was not a sales stunt. It was a long-haul effort to bring about a better working arrangement, a closer partnership between manufacturers and their big retail outlets.

"From the beginning the plan was a success. Last year it was employed in 11 cities; this year in 14. Stores now cooperating are:

Philadelphia: Strawbridge & Clothier; Gimbel Bros. Inc.; Lit Brothers; N. Snel-lenburg & Co.

Boston: Jordan Marsh Company; R. H. White Company; C. F. Hovey Company; Houghton & Dutton.

Detroit: The J. L. Hudson Co.; The Ernst Kern Co.; Crowley-Milner & Co.

Chicago: Marshall Field & Co.; Mandel Brothers; Carson, Pirie, Scott & Co.; The Fair.

Minneapolis: The Dayton Co.; L. S. Donaldson Co., Inc.; Powers Mercantile Company; The Leader, Inc.

Baltimore: The Hutzler Bros. Co.; Stewart & Co., Inc.; May Company; Hochschild, Kohn & Co., Inc.

Washington: Woodward & Lothrop, Inc.; Lansburgh & Bro., Inc.; S. Kahn Sons Co., Inc.; The Palaia Royal, Inc.

New York: John Wanamaker; B. Altman & Company; Stern Brothers; Gimbel Brothers, Inc.

Cleveland: The Higbee Company; The May Company; Wm. Taylor Sons Co.; Halle Brothers.

(Continued on page 285)

The reader's interest—*makes* Advertising Pay

● American Weekly—Snorting brontosauri with swarms of pterodactyls perched on their backs go gallivanting from the primordial slime across the toes of fabulous princesses, heiresses and actresses who, swooning in ermine negligees with hot love-letters stacked around them, "confess all" under the shadow of Science's latest mechanical star-splitter, a device for laying the centuries end to end so that they will reach from the pearly minarets of wicked Constantinople to the awesome depths of the profoundest ocean abyss yet plumbed by man!—(TIME Magazine—May 1, 1933)

CLEVER, Brother Time, but you haven't said the half of it.

For, as a matter of fact, nothing less than the whole world of human interest rolls through the colorful pages of The American Weekly every Sunday of the year.

This Mighty Magazine deals with the elemental and fundamental yearnings of life, with all its human hunger for love, for knowledge, for happiness.

The difference between the way The American Weekly deals with these and the way other publications are edited is simply this:

The American Weekly recognizes that love can come alike to cottage and to castle; that the lamp of learning has been lighted even more often on the homely mantel than beside the throne; that happiness may flute as clearly in the peasant's whistle as in the prince's song.

"To walk with kings nor lose the common touch" is no ordinary fact; its sustained successful appeal to millions of people is the reason behind The American Weekly's success.

Is the editor right to plunge both hands deep into life, dredge the palpitating facts of the world's romance, science, progress, and spread them in all the fascinating actuality across these pages?

Or should he respond to heart-hunger, mind-hunger, body-hunger with a stone of chill judgment and outworn recital?

The American Weekly has made its choice. Gorgeously, humanly, accurately it portrays this world of ours as it

is, as it was and as we would have it be, to this living world of readers.

And in return, more than five million homes open their doors every week to this Mighty Magazine, paying to it a tribute of loyalty that never changes except to grow and deepen.

In the bond that exists between this publication and its readers there is something for you, Mr. Manufacturer, to consider thoughtfully if you have goods or services to sell.

For \$16,000 you can buy a full page, a page double the size of any other magazine page, printed in four colors, and make your sales appeal in the world's most interesting magazine to the world's most interested audience, the responsive millions in the 5,000,000 homes which welcome The American Weekly every Sunday.

Where this Magazine goes

The American Weekly is the largest magazine in the world. It is distributed through 17 great Sunday Newspapers. In 529 of America's 995 towns and cities of 10,000 population and over, The American Weekly concentrates 68% of its circulation.

In each of 93 cities, it reaches one out of every two families

In 110 more cities, 40 to 50% of the families

In an additional 157 cities, 30 to 40%

In another 169 cities, 20 to 30%

... and, in addition, more than 1,680,000 families in thousands of other communities, large and small, regularly buy and read The American Weekly.

Where can you spend your advertising dollar more effectively?

THE AMERICAN *Greatest Circulation in the World* WEEKLY

"The National Magazine with Local Influence"

Main Office: 959 Eighth Avenue, New York City

**Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO
11-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA . . . 1270 ARCADE BLDG., ST. LOUIS**



CINCINNATI

First City in Nation to
Complete Organization
Under the Blue Eagle

Upon call Cincinnati responded. Quickly and efficiently the N. R. A. forces were recruited and Cincinnati became the first city to complete organization. Today it ranks at the top of the list in N. R. A. endeavor with the highest ratio of certificates of compliance to population.

Such a record is typical of Cincinnati. You expected the solid citizenry to quickly support so constructive a movement just as you expect it to support your product. There has always been ready acceptance here for worthy cause or worthy product.

In every way Cincinnati is vigorously active today, there is business to be had, and the easiest, most profitable way to get your share is with the *exclusive* use of the Times-Star.

CINCINNATI TIMES-STAR

HULBERT TAFT
President and Editor-in-Chief

Eastern Representative
MARTIN L. MARSH
60 East 42nd Street
New York

Western Representative
KELLOGG M. PATTERSON
333 N. Michigan Ave.
Chicago



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y. Surveys for which a charge is made are so indicated. Requests for these, accompanied by the purchase price, should be mailed direct to the publishers.

Guide to the Highways and Buyways of New York and Pennsylvania: Two elaborate market studies have recently been brought out by the Outdoor Advertising Associations of New York and Pennsylvania, for national advertisers and their agencies. Combining market data, traffic circulation figures and flow charts, and outdoor advertising costs and coverage data, they are the last word on this subject for the two great markets involved.

The New York State Market is presented in eighty 17½x11½ pages. Each of the thirty J. Walter Thompson Company retail trading areas is mapped, with a traffic flow chart, identical market statistics, retail trade data, and location and cost of poster advertising. Take the Albany area, for example: five counties are included, with market statistics on population, male and female, families, motor registration, wired homes, resident telephones, radio sets, income tax returns, savings bank deposits, value of manufactured products, of farm sales, and number and volume of trade of wholesale establishments. Retail trade, in twelve classifications and total, is shown for the five counties. Towns in which poster showings are available are listed for each of the five counties, with population of town, number of poster panels available, and cost per month for representative coverage. Summing up, this Albany area has a population of 445,641; resident population of towns posted, 334,900; number of panels, 117; cost per month, \$1,211.80; cost per day, \$40.40; cost per thousand population (resident), 12 cents; cost per thousand (trading), 9 cents.

The New York City market is shown in total (with a daily cost per thousand trading population, for poster advertising, of 5 cents by the way); then in its northern division, the Westchester, Putnam, Rockland and Stamford areas; then the central division, including Manhattan, the Bronx, Staten Island and the New Jersey suburban counties; finally, the Long Island division, including Kings, Queens, Suffolk and Nassau counties.

A summary of market data for the state, both retail sales and market statistics, is provided, as well as a summary of poster coverage and cost data. Add to this the large traffic circulation map, prepared by the Division of Highways, Department of Public Works, State of New York, and you have about all that can be presented, statistically, on the subject.

The Pennsylvania Market and Outdoor Advertising Circulation is a most imposing volume, about four times as thick as the New York book, but otherwise identical in size. Instead of trading area divisions, as in the New York volume, the Pennsylv-

vania study shows the market and poster factors by cities, with 96 traffic flow maps for as many cities. Where the New York book maps indicate cities and towns, county boundaries, and the connecting traffic routes, the Pennsylvania method gives city maps, showing the traffic flow on principal and minor streets. Most of these maps are sufficiently detailed to spot retail outlets and indicate location of poster advertising in each city, if so desired.

In addition the following market factors are given for each city: population (1930) of city and trading area, income tax returns, names with population of suburban towns in area, white, negro, foreign-born, family and dwelling data, schools, churches, banks, theaters, location and transportation facilities, airports and landing fields, principal industries, with names of important manufacturing establishments, residential features, size of retail trading area, wholesale houses by lines of business, number of retail outlets for nationally advertised products, number of newspapers.

Poster advertising information is likewise given for each city, showing cost per month of representative poster display, number of panels in representative poster display, population covered, and number of people passing a representative display daily. For Philadelphia, for example, the cost is shown to be \$1,837.20 per month for a representative showing of 110 panels (36 illuminated and 74 non-illuminated), with a population of 1,950,961, and "effective circulation" of 4,246,000 passing persons for the entire display daily.

In addition to these city market and poster factors, the Pennsylvania study includes a section of general market material, promoting the industrial, agricultural, recreational, and similar gauges of buying power and activity. Several maps and market booklets are included in a cover pocket.

These two volumes are being distributed to national advertisers and agencies by the state Outdoor Advertising Associations, and Outdoor Advertising, Inc., sales representatives of the industry. Distribution is limited, but any advertisers or agencies who have not received copies may have them by writing direct to this office, or to Mr. C. D. McCormick, Outdoor Advertising, Inc., 1 Park Ave., New York City.

Prophets of Change—at Your Service: Business will continue to change under the Recovery acts. Sales executives, facing revision of relations between manufacturers, distributors, and consumers, will gain—or lose—in the process largely as they possess accurate knowledge of changes impending. This, in the New Era, means knowledge of the trend of affairs in Washington, as well as in industry. Nelson B. Gaskill and a group of three associates—Wroe Alderson, Robert F. Miller, and James B. True—have organized to dig out and provide in simplified and time conserving form this knowledge of the Washington scene. Each a specialist, with combined experience covering all phases of business, research and association activities, these men have the confidence of official sources of information in Washington, plus an understanding of what business men actually need to know out of the welter of news and gossip pouring daily from the capital. If you want a terse, accurate report of each week's important news and trends affecting merchandising, advertising, distribution as well as production and finance, send for a free sample copy of "Industrial Control Reports," direct to 728 Jackson Place, Washington, D. C., or through this office. The service is \$25 yearly—no charge for the sample.

Packard Alone Crows of Gar Wood Victory in Motorboat Race

The world may never know whether or not Gar Wood smokes Camel cigarettes (or any cigarettes) and washes with Lux toilet soap (or any soap). It may know only that Mr. Wood's Miss America X was powered with Packard motors. The Napier people, who provided Mr. Wood's English competitor, Hubert Scott-Paine, with a motor of less than one-fourth as many horsepower, in the recent Harmsworth trophy motorboat race on the St. Clair River, near Detroit, in which Mr. Scott-Paine was defeated, probably will not boast of the fact.

Neither, for that matter, will the Shell oil people, who provided the Scott-Paine fuel. In addition to the fact that its fuel did not win, Shell is reluctant to confess its English paternity to the people of this country who are doing so much to make its American subsidiaries prosper.

Packard took a half-page in various newspapers to quote from Mr. Wood to the effect that "Packard motors kept America on top," but no other advertiser seems to have made any note of what Mr. Wood used. Left to them, poor old Mr. Wood would have gone naked, hungry and unspark-plugged.

Messrs. Wood and Scott-Paine both being boat builders, the race was a bit of self-promotion on their part. Horace E. Dodge, another boat builder (and son of one of the original Dodge Bros., motor car manufacturers), entered a boat in the Harmsworth race at the last moment, only to have it burn up before it reached the course. What with the loss of this, valued at \$35,000, and the cost of his entries in the Gold Cup races, which preceded the Harmsworth, the proceedings are supposed to have cost Mr. Dodge \$58,000.

In the designing, building and transportation of his boat, Mr. Scott-Paine is said to have spent £22,000.

Amy Johnson Mollison, noted British flyer, who witnessed the Harmsworth race, said with some ire, "It is high time that some British motor manufacturers, who have so far taken so many of their defeats lying down, should wake up and encourage motor-boating." Mrs. Mollison was thought to be referring particularly to the refusal of Rolls-Royce to sell motors to Scott-Paine. After two defeats in Kaye Don's Miss Englands, Rolls-Royce decided not to permit its motors to be used for racing purposes.

Does your wife wear the pants?

● In the October Issue of Physical Culture, The Personal Problem Magazine, there is an article entitled: "My Wife Wore the Pants." It was written by a small town lawyer whose career was ruined by a bossy, nagging spouse. His life was a veritable hell on earth—until he revolted.

Just how he suffered at the hands of his wife and what he did to straighten out matters make a story that will appeal to hundreds of thousands of other men. Men whose business and social lives are miserable simply because of a dominating wife. All of us know of many similar cases right within our own circles.

When this article came across the desk of the editors of Physical Culture Magazine, one of them recognized the name of the writer. He was from a town near his home. The editor was familiar with this man's personal problem and fully aware of the needless hardships which this man went through on account of his wife's domineering tactics.

Solely for the purpose of advising thousands of other chaps in similar situations, the editors of Physical Culture accepted and printed anonymously this straightforward account of his experience and what he finally

did about it. The editors felt that through this frank and sincere discussion of this particular personal problem helpful suggestions would be provided to thousands of other "henpecked" husbands.

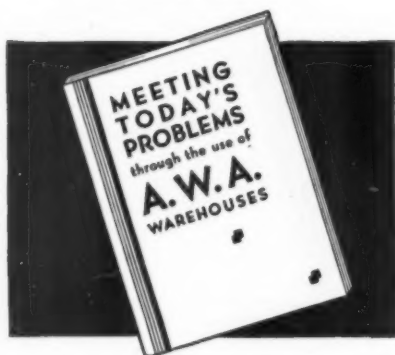
This policy of frank discussion of personal problems is carried out by the editors of Physical Culture in every issue. So extensive and effective is this feature that Physical Culture is becoming known everywhere as "The Personal Problem Magazine." Newsstand circulation is on the increase. In July it was up 25%; August 27% and September figures thus far look even better.

This steady increase in circulation is surely indicative of the progressive editorial policies of Physical Culture Magazine and its live reader-interest. More than a quarter of a million families are now buying it regularly, and reading it from cover to cover. More than a quarter of a million alert, really responsive families that are splendid prospects for all your products. Investigate.

John F. Learter

AN ADVERTISEMENT FOR PHYSICAL CULTURE, THE PERSONAL PROBLEM MAGAZINE

As Business Improves, Keep Distribution Costs in Hand by using the A.W.A. PLAN!



With business generally moving upward ... with the government's three-billion-dollar public works program exerting a life ... with new jobs created and new purchasing power in action, the volume of goods moving from producer to consumer is increasing.

But beware of increased distribution costs—in serving these suddenly-created markets!

You don't need to establish branch warehouses to serve new territory. With the A.W.A. Plan, you can have all the advantages of expert branch house organization—yet confine your expenses to the actual volume of goods moving.

A.W.A. Warehouses, located in 189 principal American cities, will store and handle your goods just as your own branch warehouses would do. All the usual warehouse functions—storage, repacking, rebilling, car loading and trucking—will be performed by experienced help. Your sales agency will be relieved of the responsibility of supervision over clerical and laboring help ... permitting your branch manager and his sales staff to concentrate on their proper duty—SELLING YOUR GOODS!

You have no lease, no labor pay-roll, no expenses beyond those of handling goods which actually move! Your costs are based on the number of units of your goods that are handled. You pay on a "piece work basis" for goods actually stored or distributed. Such flexibility in controlling costs enables you to make important savings; and relieves you from the enormous cost of a fixed, inflexible branch house overhead.

Full details of the A. W. A. Plan of Distribution are contained in our 32-page booklet, sent free on request. Write today for your copy.



AMERICAN WAREHOUSEMEN'S ASSOCIATION

2087 Adams-Franklin Bldg., Chicago, Ill.

Reporter Finds Tastes of Masses Unjaded at Chicago Fair

(Continued from page 278)

Transparent Man: This ten-foot reproduction of a man (his sexual organs were not eliminated) drew a crowd. Lights showed vital organs.

Magnetic Attraction: Of many interesting experiments in physics and chemistry, the magnets attracted the greatest crowds.

Mouth Diseases: The morbid interest of the crowd caused them to surge about the wax exhibits of Cancer and Syphilis of the mouth.

Hemophilia: Information on this rare disease attracted far larger crowds than the Carl Zeiss projection of enlarged micro-organisms or educational displays on more common diseases.

Crippled Children: Was it the parental instinct, or, again, morbidity, which drew so many to the motion picture on the rehabilitation of the crippled child?

Loyola University: This medical display with a lot of blood-red models was well attended.

Sex: An exhibit explaining the control of sex in birds interested most visitors, and the "Development of the Human Foetus" was the great attraction of the hall.

Boston Tech: The simple laboratory demonstration of a huge spark jumping from a high-voltage generator amazed all who saw.

Revelation Tooth Powder: Free samples given from a tiny booth gained almost as much attention as the most expensive exhibits.

Nash Tower

About sixteen cars were moving up and down in a tall, glass tower—with no one to applaud.

Transportation Building

Standard Oil: Their mammoth Red Crown was surrounded by seats facing motion picture screens in the corners of the hall. The "audience" had its backs to the Red Crown in more than one sense, for they found the seats an excellent place to stop and rest and chat while giving only superficial attention to the pictures.

United Air Lines: A long queue wound about the hall toward the "Three-Mile-a-Minute" Boeing low-wing monoplane, open for inspection.

Pullman Company: Surprising as it may be to the sophisticate, the latest model Pullman car attracted more attention than "John Bull," the oldest complete locomotive in America.

Railway Express, Brinks Express: These companies stopped all the men with exhibitions of murderous weapons carried for the protection of their packages.

Burlington Route: Moving toy trains, spouting geysers, flowing water and hot springs in miniature reproductions of Yellowstone National Park, Black Hills of South Dakota, Colorado Rockies and Glacier National Park stopped practically

every "fourteen-year-old" whether actually six or sixty.

Pennsylvania Railroad: The toy electric trains attracted more watchers than a full-size reproduction of an engine cab with its controls.

Chesapeake & Ohio Lines: The toy electric trains scored well again.

Illinois Central: Why does a relief map or a hemisphere attract so much?

Rock Island R.R.: Their motion picture, "The Trail of the Golden State," in a restful lounge surrounded by a privet hedge and palms gave many a protesting bunion rest.

Canada: The huge map on the wall, 130 by 30 feet, attracted more attention than the stuffed animals.

Texaco: A wax figure of Ed Wynn riding on a fire truck proved more interesting than a full-size rotary oil drill, enclosed in glass so that you might watch its operation.

Safety Glass Association: They stole the show in the Transportation Building. This was the only commercial exhibit I saw where the folks in attendance could have fun. They were allowed to fire miniature cannons at pieces of safety glass, and to throw baseballs at a target with a glass bull's-eye.

Otis Elevator Company: A middle-aged couple and their two children gleefully took their first ride on a moving stairway.

Second Floor of Transportation Building: Here, in addition to several industrial displays, were assembled all the "Coney Island" type of booths—chameleons, hair wavers, freckle ointments, mystery Chinese money, fountain pens, self-watering flower pots, fish-scale jewels, etc. Were their barkers busy! And were they coining money! From the way the crowd was milling about there was more money per square foot of space spent here than at any big commercial exhibit of the Fair.

London, Midland & Scottish Railway: "The Royal Scot," crack train of Great Britain, enjoyed a constant stream of visitors.

Chrysler Building

One of the most impressive of the fair buildings, supplemented by a cool garden spot which the folks appreciated more than any of the interior displays.

General Motors Building

The Chevrolet assembly line was the talk of the exhibition and almost everyone went to see it. Pontiac had a life-size model of an Indian with a mechanical voice, to which the crowd lent its ears.

Sears, Roebuck Building

A large map with lights to show distribution of warehouses and stores again interested the folks more than anything else. A mirror illusion scheme which changed an old-fashioned bathroom and

an old-fashioned kitchen into modern ones attracted, the bathroom being most crowded.

A & P Carnival

The large outdoor amphitheatre, seating about 800 people, was jammed to the aisles for a series of marionette shows. Mr. Rector was there to autograph the new A & P cook book, but there did not seem to be a rush to buy.

Foreign Buildings

These were all well attended, but the things that seemed to be enjoying the greatest sales were novelties of American manufacture, such as canes with beer-keg handles, glass jewelry and cheap baskets. Japan scored with the map idea again.

General Cigar Building

We were glad to see that the girls making White Owls were not using spit.

W H C Shopping Plan Wins Store Cooperation

(Continued from page 280)

Pittsburgh: Kaufmann Dept. Stores; Joseph Horne Co.; Gimbel Brothers, Inc.; Boggs & Buhl, Inc.

Cincinnati: The H. & S. Pogue Co.; The John Shillito Co.; The Alms & Doepke Company; The Fair Store.

San Francisco: The Emporium; O'Connor, Moffatt & Co.; H. C. Capwell Co.; The White House.

Los Angeles: J. W. Robinson Co.; Bullock's, Inc.; The Broadway Dept. Store; The May Company.

New Orleans: D. W. Holmes Co., Ltd.; Maison Blanche Co., Ltd.; Krauss Co., Ltd.; Marks Isaacs Co.

"Though the service is intended not to bring about extraordinary sales records of specific products, but to get the public to realize more thoroughly the value of nationally known products and the fact that their favorite stores sell these products, there have been some unusual records in volume achieved.

"There have been many other stimulating experiences. One store, for instance, broke a long-established policy of not putting a card in its window displays, to mention *Woman's Home Companion*. Another had a budget house of private-brand items, but put the *Companion*-advertised products in it with the *Companion* display cards. One with a little 'village' of houses showing interior decorations and the like had a separate week in which they arranged another house as the Jean Abbey headquarters and had *Companion* products displayed in the house. Jean Abbey was there as the attraction for that week. Many stores have arranged products for sale in various departments and have changed specially demonstrated products to

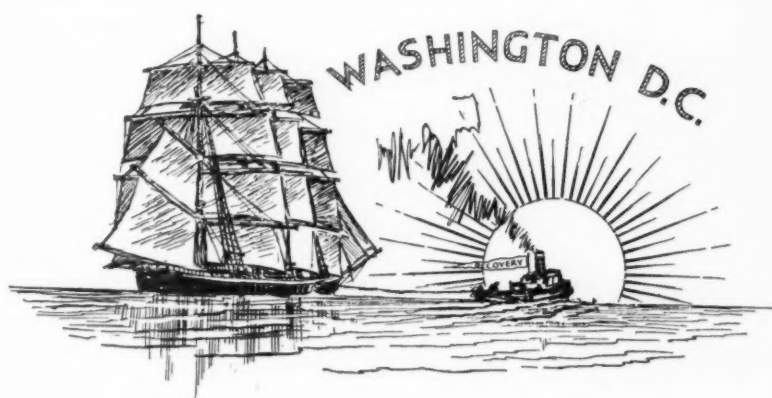
better parts of the floor with increased sales resulting. Various stores have installed receiving sets in some of their departments in order that buyers and shoppers may hear the Jean Abbey programs.

"You might wonder why the *Companion* is doing this, and where we get our return," Mr. Welch concluded. "We may never have returned to us the amount we have spent and are committed to spend in the future, but we know that this service is a contribution to the cause of department store merchandising and national advertising that is well worth the investment."

Mills Novelty Buys Autosales

Already the "largest manufacturer of coin-operated merchandising and amusement machines," Mills Novelty Company, Chicago, announces its acquisition of control of Autosales Corporation of Delaware, principal office and plant of which are in Long Island City, New York. For 20 years Autosales has been the largest operator of vending machines and weighing scales in town and railroad locations in this country.

Large scale plans have been made for distribution of the products—among others—of American Chic Company and the Hershey Company.



OUT OF THE "DOLDRUMS"

When old sailing ships got into the "Doldrums" they would often drift helplessly, "in irons," for a month or more—waiting for a wind.

A powerful tugboat could have pulled them out in a few hours.

The Government is supplying the tugboat to pull business out of its Doldrums—with the result that Washington, D. C., has become the nerve center of Business Recovery activity.

All of which is making this prosperous Washington market of greater importance than ever.

You can get your share of this powerful market by getting your message before the Times' 106,953 families—over half the families in Washington.

WASHINGTON TIMES

THE NATIONAL DAILY

Washington's Fastest Growing Evening Newspaper

Represented Nationally by the Rodney E. Boone Organization

Media and Agencies

New Deal's House Organ?

Though the much-discussed Moley-Astor-Harriman-McNitt weekly magazine *Today* is scheduled to make its debut before 100,000 or 200,000 readers some early Thursday in October, about the only thing its sponsors are sure about it at this time is that it will *not*, as has been reported, be a house organ for the New Deal.

As you have doubtless heard, Raymond Moley, recently head of President Roosevelt's "brain trust,"



V. V. McNitt

will be editor. At present V. V. McNitt, head of the McNaught Syndicate (which handled Mr. Coolidge's little pieces), is called executive editor, and William C. Stewart, of McNaught, managing editor. Mr. Moley is expected to confine himself to the editorial page. Mr. McNitt will be actively in charge editorially, at the headquarters, to be opened at 152 West Forty-second Street, New York, and Mr. Stewart, who did a variety of editorial things for Scripps-Howard, Hearst and the Associated Press before joining McNaught, will read manuscripts—most of which will be assignments to business and political writers of the celebrity of John Flynn and Stuart Chase, though unknown writers who seem to know their stuff will have a chance, too.

Money for the enterprise, which will nevertheless "interpret the New Deal," is being provided by those other staunch friends of Mr. Roosevelt, Vincent Astor and W. Averill Harriman. Mrs. Mary Rumsey is also a sponsor.

The financial principals are proceeding cautiously. Mr. Astor, whose name in American financial history is about as long and famous as that of the Vanderbilts, seems anxious not to plunge indiscriminately, as did young Cornelius Vanderbilt, into tabloids, a few years ago.

One of these spokesmen envisioned the enterprise for SM as a sort of weekly *Harpers' or Scribners'*. When the reporter suggested a comparison with the *New Outlook* of Al Smith and Frank Tichenor, he made a gesture of distaste. "You might compare it," said he, "with the old *Collier's*, under Norman Hapgood, except for the fact that we are reaching not into the past but the future.

"It will be politics and business, mostly. No art or science or miscellany. No spot news and no straight rehash of the news. There'll be pictures, though. We'll buy enough big names to sell it. We shall not try to cramp their style by trying to superimpose a style of our own."

Today will be tabloid in size, on 35-pound "book" paper. The editorial-advertising ratio is expected to be about two to one. Articles will be one to three pages in length. There will be a Washington correspondent, who will have a regular department, and possibly correspondents throughout the country to localize the New Deal. Mr. Moley will spend part of his

time in Washington, where an office will be opened.

Advertising manager and rates still undetermined.

Initial circulation (under Arthur J. O'Hara, circulation manager) will be chiefly through newsstands, though most of it is expected to be by subscription later.

Some 20 advertisers have requested space in the first issue.

Spirits

Also timely among the new magazines is *Spirits*, published by Spirit Publications, Inc., with editorial and executive offices at 220 East Forty-second Street, New York. Harry Schwarzschild, who also directs *Air Transportation* and other magazines, is editor of this "business paper of whiskies, wines and kindred products."

Behind an apple green and silver cover (with the NRA emblem its only illustration) appear articles on "Whiskey," by William R. Scott, "Poisons," by Henry W. Banks, 3d, "The Packaging Problem," by Walter Dorwin Teague, "Planning a Modern Distillery" and "Century-Old Gin Formulas"; 14 pages of advertisements (in this 48-page issue) by Owens-Illinois Glass, Vulcan Copper, Louisville Distillery-Slop Dryers, Boxboard Products, distillers, importers, engineers. . . .

Editorializing, Mr. Schwarzschild asks uniform state laws to control imports and exports of and interstate commerce in the new beverages, urges the various governors to get together in the interests of consumers, taxpayers and the new industry itself.

Tabloid Post

Under the stimulus of a slender, energetic young man from Philadelphia, the 132-year-old *New York Evening Post* figuratively has turned William Cullen Bryant's bewhiskered photo to the wall, has forgotten its long heritage from Alexander Hamilton—and has become a tabloid, with much of the life but without the sensationalism that name implies.

The new *Post* is still a somewhat conservative paper; doubtless still Republican and big-businessish. But the touch of Thomas W. Lamont, who owned the paper prior to 1924, is not so evident now. Even the more liberal policies of the late Cyrus Curtis have been liberalized further. Andy Gump and the Captain and the Kids and other comic creatures cavort across the bottom of several pages. There are no picture pages, but there are more pictures. The editorials have been made briefer. Though all the old features and departments are retained—and new ones are being added—the sports pages have been moved back, including the back page, and the financial are further forward. There won't, of course, be quite so much reading matter.

The young man—he is only 38—who sits in Mr. Curtis' office now (when he has time to sit at all), with Mr. Bryant's picture above him, is Harry B. Nason, Jr. His mother's name was Hennessey. He came two months ago from the Curtis-Martin Philadelphia *Public Ledger*, where he had been since the war, more recently as assistant to C. M. Morrison, editor of that paper. Though John C. Martin, pres-

ident of the Curtis-Martin Newspapers and stepson-in-law of Mr. Curtis, conceived the tabloid idea, Mr. Nason has direct charge of carrying it out. Probably his title is editor, but he is too busy just now to think of that. Helping, 24 hours or more a day, to "coordinate" other departments as well, including the business, he has little time to admire the North River view. Smoking Camels by the carton, he flits about creating the new order. He sees everyone—reporters and salesmen, too—but they must take their place in line.

Directly Mr. Nason succeeds Julian S. Mason, editor since 1926. Mr. Mason was suave and polished, and belonged to horse clubs. Until a new managing editor is named, Mr. Nason also succeeds Ralph Renault, who was quiet and whimsical, and liked to paint. Mr. Nason's slight hard-boiledness contrasts with both. The people of the *Post* think he may have some needed new blood for the paper.

C. C. Lane continues as business manager and J. Mora Boyle as advertising manager.

Under the new size, the base line rate of the *Evening Post* has been changed from 45 to 42 cents. Heretofore, the paper has had only one quantity rate for national advertisers, of 40 cents for 5,000 lines or more. Now the rate is scaled down in proportion to the size of the account: 5,000 lines are 39 cents a line; 10,000, 38; 15,000, 37; 20,000, 36, and 25,000 or more, 35. Circulation of the *Post* is now 91,000.

"We think," says Mr. Nason, "that only 20 per cent of people read below the fold of standard-size newspapers. We believe that under the new plan the *Post* will have greater reader interest and better display of advertisements. At the start the editorial advertising ratio will be 2 to 1. That may be changed, though."

Organized Displays

The National Display Installation Association was born, under the NRA, out in Chicago a few days ago. Composed of window and interior display leaders, its officers are:

Sol Fisher, Fisher Display Service, Chicago, president; Albert Basse, Bas-Man Display Service, Boston, vice-president; Walter G. Voster, Cincinnati Display Service, Cincinnati, secretary; Howard J. Cox, Acme Display Service, Inc., New York, treasurer. O. M. Reichers, Reichers Display Service, St. Louis, and F. L. Wertz, Window Advertising, Inc., New York, and the officers comprise the board. N. Silverblatt, *Display World*, Cincinnati, is executive secretary.

The first official act of the new organization was to adopt a code for submission to Washington. Among its points are employees' right to collective bargaining with employers, employers' right to promote on merit, a minimum wage scale, elimination of child labor, maintenance of fair competition.

The organization was brought into existence while the convention of Window Advertising, Incorporated, was in session.

Melvin Myers, Myers Display Service, Louisville, was chosen Chairman of the W.A.I. Board.

Spot News on the NRA

(Continued from page 253)

of the R. F. C., told delegates of the American Bankers' Association last week, "Be smart for once. Take the Government in partnership with you and then go partners with the President in the recovery program without stint. Every other business is required to perform under the NRA. Why not banks? It is easy to say no, and if that is the program and we want the Government to do our banking, what is to become of our high-priced bank talent? The office boy can say no and the note teller can collect the notes if they are good. Why not use this bank talent to find ways and means of providing the necessary credit for business requirements in co-operation with the NRA?"

Recovery—With Teeth

The Rodney Boone Organization points out in a folder that the end of the advertising "allowance" is in sight and that once more an advertising appropriation will have recovered its true function—that of influencing consumers to the direct benefit of the manufacturer. Some of the proposed NRA codes leave loopholes on this advertising allowance question. For example, the master code of fair competition in distribution in the food and grocery industry says that no grocery manufacturer or wholesale grocer shall pay for a special advertising or distribution service, except in pursuance of a written contract made in good faith and explicitly designing the service to be rendered and the payment for it, and "unless such payment is entirely separate and distinct from the sale price and not used to reduce that price." The quoted clause leaves a foothold for chiselers.

Total Wage Payments

Over the short term it is questionable whether any significant expansion in total wage payments will be registered because the current readjustments are so violent and they are accompanied by so many instances of temporary slackening in production and by labor disputes. Ultimately the total amount of wages paid by those operating under the codes will show a substantial expansion, especially if business recovery continues.

Below Whose Cost?

It is a principle but not a current practice of NRA that goods should

not be sold below cost. It will take a long time to determine the question—below whose cost? Certainly the cost figures of the most efficient units in an industry cannot be taken as a price base criterion, or else all except the most efficient would be destroyed over night. If the average group cost is settled upon, "below cost" will be meaningless.

More Quotes From Johnson

"Perhaps 2,000,000 people have been removed from the ranks of the unemployed and are again self-supporting citizens. Well, 2,000,000 people represent, at the lowest estimate, \$30,000,000 more in the payrolls every week, a billion and a half dollars more in a year, and this money goes right back into the hopper of trade and is spent over and over again, which means more work, more comfort, more happiness. And yet this great effort has just started."

"NRA is in no sense a czardom. It is a sort of Rules Committee where the great coaches of the American industrial and labor teams are collaborating to make a new and fairer game out of business competition in this country. In the days when your fathers were building these cradles of liberty that have become our shrines, the manly art of boxing was not unknown in the Anglo Saxon world. But it was different. It was O.K. in those days to insert the ball of your thumb in your opponent's eye-socket and gently gouge his eye-ball out, or, if the whim seized you and opportunity offered, you could put the point of your knee in his groin and rupture him. Merely biting off an ear or the flesh off a cheek . . . were among the gentler incidents."

"Of course we are concerned with profits. You cannot have business without the investment of capital, and you cannot have that without profits."

"Our clothes are shabby, our automobiles rattle, our houses are unpainted and unrepaired. We need nearly everything, and for four years we have been buying the very starvation minimum. We were afraid to buy because prices have steadily fallen and because we were all afraid of losing our jobs. It was the thing to do in a downward spiral. But it is not the thing to do when everything is going the other way. Lower prices—unemployment—save. Higher prices—re-employment—spend. That is good sense and good business and a necessary part of this program."



WHY NOT RUN AWAY TO SEA?



How would you like to wake up some morning soon . . . stroll over to your window and find the sun streaming down on the ocean below you?

A breakfast to talk about. . . Then, what shall it be? A lazy morning on the glorious beach? . . . A fishing excursion far out to sea? Golf on a nearby course? Or, perhaps, just a pleasant day on the Ocean Decks watching the gay movement of the Boardwalk.

Whatever you like, you'll find that the Chalfonte-Haddon Hall formula for a holiday will put you in happy accord with the world. Economical rates. Write for them. American and European Plans. Bathing right from the hotels. Garage.

CHALFONTE- HADDON HALL

ATLANTIC CITY

Leeds and Lippincott Company



Sales Letters

BY MAXWELL DROKE

When an Opening Anecdote Spoils the Letter

Sometimes, in my more pessimistic moments, I conclude that if all the jokes, anecdotes and stories employed as attention-arresters in the opening paragraphs of sales letters, were thrown into a huge chest, bound round with hoops of steel, thoroughly shuffled—and securely locked, the net result might be distinctly beneficial.

This observation is, I repeat, a product of pessimism. I am willing to concede that the anecdote has its rightful place. But the proper blending of an extraneous story with the body of a letter is a fine art which should be attempted only by a master craftsman. And apparently this is one field in which there is no overproduction.

Let me illustrate my point with a couple of letters from my files. The first opens as follows:

"An Englishman, a Scotchman and an Irishman made a surprise capture of the enemy during the War while they were asleep. The Englishman said, 'Let's kill them!' The Scotchman said, 'Oh, let them go!' The Irishman said, 'No, let's wake them up and start a fight!'"

"My company wants me to fight for _____ (name of product) this month. We are out to set up a new record . . ."

The second letter:

"G. K. Chesterton said that it was not strange that one elephant should have a trunk—but that ALL of them should have trunks looked to him like a conspiracy.

"It may not be strange that one Blankville bank should not advertise, but that so many of them do not looks like a joint decision. . . ."

I do not hold up these quotations as "horrible examples"; they are moderately well done. But in both cases you will observe, I think, a distinct let-down following the anecdote. The writer has tricked attention, rather than *earned* it. And with the conclusion of his story, he must start all over again to win his reader's interest. I think, in both instances, a forthright introduction to the subject would have speeded action. The Old Indian Herb Doctor school of letter-writing is not so effective as it once was. The reader is a bit inclined to sniff suspiciously at the funny story in the opening paragraph. He knows what's coming. . . . immediately after which, I shall pass among you offering the medicine."

* * *

I observe some controversy in the public prints as to the sex of the highly publicized Blue Eagle. Let us trust that it is a female, and that it may, in due time, hatch a golden brood!



Maxwell Droke

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

"Write for Further Details": a Confession of Laziness

There is one phrase that I should like to see banished from direct mail literature (and, for that matter, from all forms of advertising). It is that familiar admonition, "Write for further information." This is the lazy man's open confession that he has not thought his problem through to a logical conclusion. He has a hazy notion that he ought to make some sort of a play for inquiries, but doesn't know just what he is going to do with them when they come in. So he compromises by extending this nebulous invitation.

If you are going after inquiries at all, in Heaven's name give your prospect something to inquire *for*—something definite and tangible—an intriguingly titled booklet, prospectus or plan that he can ask for by name. You will be pleasantly surprised at the increase in returns.

Conscript "the Other Fellow" to Tell Your Sales Story

Rather an ingenious idea used by the magazine, *Better Homes & Gardens*, to present their "Garden Guide." The envelope and letterhead bear the inscription:

HARRY R. O'BRIEN

The Plain Dirt Gardener

Worthington, Ohio

There is a facsimile signature of Mr. O'Brien, and the mailing is made from the hamlet of Worthington. The letter:

"Dear Fellow Dirt Gardener:

"Did you ever wonder if there is anything to the ancient notion that you should put an old shoe in the bottom of the hole when you plant a rosebush?

"Did you ever ponder over how to get rid of weeds in your lawn, how to prune lilacs, what perennials grow well in the shade, or how to make a rock garden?

"If you don't—it must be something else you wonder about. One of the signs whereby you know a real dirt gardener is that he or she is always worrying about something and wondering how and where one can find out about it.

"Well, the purpose of this, my First Epistle to Dirtgardenerites, is to give you the good news that your garden troubles are over. My good friend, Alfred C. Hottes, has edited a new book that has the answers to more questions a dirt gardener can ask than any book I ever saw. I didn't think anyone could put as much information into 160 pages as he has done in this book. . . ."

Then follows a description of the Guide, and an offer of a free copy in connection with the magazine promotion. This idea of getting the other fellow to tell our sales story is not used nearly so often as its effectiveness warrants.

Still Time to Get a Seat at SM's Letter Round Table

In answer to many inquiries, we are happy to report that SALES MANAGEMENT's "Sales Letter Round Table" is filling up very nicely, indeed. In fact, if all the late comers are to be accommodated, it begins to look as though we'd have to journey up to the attic and fetch down those extra leaves that are reserved for Thanksgiving, Christmas and Reunions.

As explained in an earlier announcement, this "Round Table" is a cooperative plan for the exchange of letter data; does not place a burden upon any individual, yet benefits all who contribute to make the effort a success. If you have delayed your enrollment, better act at once. Even with those extra leaves, there is a limit to the number that can be accommodated. We anticipate now that the first course will be served by October 15.

* * *

We are particularly anxious to know what executives are doing these days in the matter of collections. Now that there are evident signs of improving conditions, thoughts naturally turn to our ledgers, laden with old accounts—delinquent and doubtful. Can they ever be collected? Can we put new hope and confidence into discouraged debtors? Can we get our money without sacrificing the prospect of profitable trade with these customers as business revives?

What are you doing about it? Send us your letters, please—and tell us of your experiences.

A Birthday Letter That Does a Real Sales Job

Insurance "birthday" letters are common enough, but here is a "rate change" message which struck me as rather out of the usual routine rut:

"It is a bit early to begin saying 'Happy Birthday,' but on July 8 your insurance birthday occurs. After this date any life insurance you may require will be based on your age at your *next* birthday.

"Each thousand dollars of insurance you purchase before this date will net you a saving of more than \$55. Incidentally, our company has devised a new policy to meet the needs of these depression times. It carries an extremely low rate for two years—regular Ordinary Life rate thereafter. You will be surprised how much of the shrinkage in property values or indebtedness can be covered for a very small premium.

"Return the enclosed card, and I will call, at your convenience, and tell you more about this new policy. Of course there is no obligation on your part."

THE BEST BOND AND LEDGER PAPERS ARE MADE FROM RAGS



WHY ARE THE BEST PAPERS MADE FROM RAGS

■ Looking at rag fibre through a microscope, you would actually see the reason for the superior strength of rag-content paper. The fibres would look frayed and frazzled, with many curly tendrils extending from all sides. The value of this phenomenon, which occurs in no other paper-making material, becomes evident when the sheet of paper is being formed. Not only do the fibres themselves interweave, but the tendrils of each fibre strongly interlock with those of adjacent fibres, so that the whole mass is "matted" with exceptional density.

■ Rag fibres, furthermore, are much less harmed than other fibres by light, temperature and age, so that rag-content paper keeps its life and color longer. In short, nothing can take the place of rags in producing *all* the qualities necessary in business papers: strength, durability, beauty.

■ Chieftain Bond demonstrates by its performance these advantages of rags in paper. A portfolio of printed samples will be sent on request. Neenah Paper Company, Neenah, Wisconsin.



THE RIGHT WAY TO MEET PEOPLE BY MAIL

Neenah guaranteed papers at various prices are available for every bond and ledger need. Other bonds are Old Council Tree, Success, Conference, Neenah, Glacier. The ledgers are Stonewall, Resolute, Prestige and Putnam. Samples will be sent upon request.

IDENTIFY RAG-CONTENT QUALITY BY THE NEENAH OWL WATERMARK



Your
Chance
to
Buy

Good Books at a Bargain!

One of the curses of the publishing business is that books will become slightly damaged, soiled and shelf-worn. In content, they are as good as new. But of course such volumes can be sold only at a discount. Right now we are taking our end-of-the-summer inventory, and it's heart-breaking to discover that we have a number of these not-quite-up-to-par volumes. So, while we weep, the smart buyer can reap.

The Letter Laboratory:—This is Maxwell Droke's famous compilation of letters and letter data. It presents and analyzes scores of letters to meet every business need. Answers all the questions you've been asking about letters. We have perhaps two dozen sets of the latest edition that have failed to keep that schoolgirl complexion. Contents undamaged, and they look better than the average book that has seen desk service for a month. Regular price, \$7.50, but you may have one of these for \$3.75.

The Credit Laboratory:—Only 38 copies remain of the fourth edition. A few more than we need as souvenirs. Candor forces us to admit that they are shelf-worn, but the information is there! This work is really a credit man's encyclopedia. More practical credit and collection data than we have ever seen between two covers. Priced at \$7.50, but if you are quick on the get-away you can have one of these for \$2.50.

Take a Letter . . . by Jack Garrett, who made his reputation answering inquiries for the big mail-order houses. The best book we know of on the art of dictating effective business letters. A few copies the stock-room boy carelessly failed to enclose in dust-proof cartons. We lose. You profit. Regular price, \$3.00. Order yours at \$2.00.

Salesman's Idea Incubator: Four pocket-size volumes, beautifully bound. Enough first-rate inspirational material here to fill your house organ and sales bulletins for a year. Undamaged; but we'll need the shelf room in September, so we are parting with a few sets at half-price. Regular \$4.00 value, but the nimble sales executive gets his now at \$2.00.

Special Offer: We thought we were sold out on a popular Survey, "How to Plan and Write Follow-Up Letters", but just found a box of 100. If you care to send remittance with your order, saving us bookkeeping expense, we'll include one of these \$1.50 Surveys **FREE** of charge. Money-back guarantee on anything you buy of us, at any time.

MAXWELL DROKE

P. O. Box 611-L
Indianapolis, Indiana

Six Things Experience Taught Me About Hiring Men

(Continued from page 260)

entrusting the important work of passing on credits and of effecting collections to a broken-down clerk or accountant who has no knowledge of how to "sell" people on paying their bills in a way that will still retain their good will.

I am going to make a broad statement which I know to be true: most open account credit executives and many instalment credit men are "babes in the woods" when it comes to getting the collection results which they should obtain. I will cite a concrete example from my own experience—as a district sales manager of a cash register company, I prided myself on my division's ability not only to sell our product but also to collect the instalments. Our delinquency of 30 days or over ran from 11 to 17 per cent in that section of the country, which included the Atlantic Coast States from the Capital to Canada and the eastern half of Pennsylvania. In the industry with which I am at present connected, the personal finance business, comparative figures for the same area and period of time would run much nearer to 5 per cent. Two factors chiefly make this difference; (1) credit was extended in the second instance only after careful investigation and (2) collection technique had to be developed in the latter case as the vital element for successful operation.

Aptitude Tests Really Work

If successful specialty salesmen could not collect, what chance has a half-baked pen-pusher, clerk or accountant, who all too frequently has been given the important post of collection manager in department stores and instalment credit houses? How to make people cooperate without losing their good will is the problem of that practical psychologist, the successful contact man, not the sheltered student or mediocre clerk.

Carefully worked out tests do have predictive value in limiting such misfits as we have been discussing. Men who have led sheltered lives react to hypothetical situations and show their emotional tendencies by answers to test questions different from those of extravertive salesmen and collectors. Time and time again I have seen my judgment confirmed by testing applicants whose work history was sheltered or whose esthetic senses were

acutely developed, to see whether they would score in such a similar manner as our successful producers on the job. Results did not correlate 100 per cent, of course; but from a skeptic, I have now become a believer in these scientifically "custom-made" aptitude tests formulated by a study of men on the job. They do aid that rare individual, the open-minded business man, who does not feel that merely because he is successful he is always a correct judge of men after a five-minute interview. I shall in a later article take up these tests in detail, their value and what may be expected from them when they are incorporated into the selection procedure.

False vs. True Encouragement

4. I believe in telling an applicant why you are turning him down.

"We will keep your application on file" is a poor weak-sister conclusion to an applicant who has spent his time answering your questions. Even an attempt to save his feelings is misdirected kindness if false encouragement is given. The real man will respect your opinion if you tell him why you are rejecting him. The other type of man's opinion is not worth while even should he feel hurt at your decision. Rejection of applications by mail is somewhat of a different matter. The written word must always be tempered.

5. I believe in giving vocational guidance and encouragement wherever possible.

Company acceptance and good will can be developed by courteous treatment and friendly suggestion. All too many employment managers have forgotten how it feels to sit on the other side of the desk, out of work, harassed by debts, fears and worry.

An incident, one of thousands, comes to mind. A young chap of good background, recently married, applied for a job. He was a college graduate and for three years had worked for a large national concern which, due to a change in policy, had laid him off. Conditions led him to the conclusion that he would have to create a job for himself. This he did in a small residential hotel in Chicago, by passing out bills into tourist cars at an intersection of through routes controlled by traffic lights. His ingenuity resulted in increased patronage and he was brought

inside and made promotion manager and assistant to the general manager. He was doing well until the owner's nephew needed work and he was replaced; as luck would have it, his wife lost her job one day later.

These two youngsters moved to a rooming house as their respective families lived a considerable distance from Chicago. The drain upon the limited savings during this stretch of unemployment made eviction from their quarters unavoidable. Two days of grace remained when this lad called upon me. Today he is on the job and doing nicely—but as he finished talking to me he said, "You know that under the circumstances I am not at my best." How many men do not show at their best because the buyer is in "the driver's seat" and has no consideration for his caller? The employment interviewer who fails to put applicants at ease loses many opportunities for observation which would aid in sound judgment.

6. I believe the purpose of each interview with an applicant to be twofold: (1) to afford the employer sufficient information concerning the prospective employee to make an intelligent decision; (2) to give the applicant full information concerning the job, its good points and its difficulties, its possibilities and its probabilities, in order for him fully to determine whether or not it is the opportunity he seeks.

Personnel Men Are Made

Buying or selling services is the same as marketing goods—both parties must be satisfied before the contract is made. My desire is to give as honest a picture as possible to an applicant—not too black as to appear hopeless, but with no promise of the golden apple just beyond reach.

Andrew Carnegie is said to have written this epitaph:

"Here lies a man
Who knew how to enlist
In his service
Better men than himself."

If management would realize the importance of delegating the responsibility of selection to men who were able and willing to take the necessary time to separate the wheat from the chaff costly mistakes would be eliminated, turnover figures would be reduced and increased profits would result.

Unlikes attract in chemistry, but not in business. The virile, substantial principal of a successful business draws producers to his organization by the force of his own personality. Carlyle says that the institution is only the lengthened shadow of the man.

Sometimes subordinates are afraid to hire the best men for fear of competition from them afterwards. What a pitiful situation exists when such men are entrusted with the task of bringing in the right kind of new employees which must be the lifeblood of the future in the business!

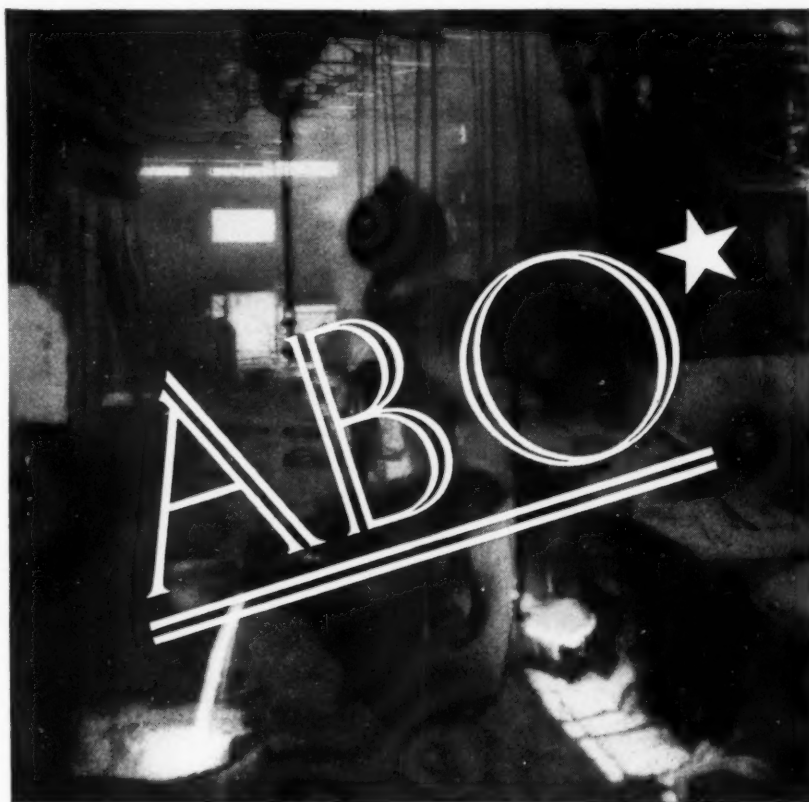
Even with the best possible selection methods, perfection will still be a challenge. Regardless of apparent ability, subsequent circumstances after employment will materially affect progress and results as long as the human factor is present.

Although many personnel men may not feel it to be important, I personally should hate to hire salesmen or collection men for a job unless I had

successfully done the work myself. The age-old conflict between theory and practice can best be minimized where a knowledge of both is present.

The reputation of being a "picker of men" is worth time and effort to cultivate. Theories and generalizations must be X-rayed under the scientific glare of subsequent production records. For instance, one common theory, that all good salesmen are tall, bears no relation to facts. The best salesman I ever knew in the specialty selling field was only five feet five inches tall, but what a bundle of nerve, vitality and charm were packed into that one personality!

(Another article will appear in an early issue.)



To know what ABO* coverage really means check circulation lists with your salesmen

*ACTIVE BUYERS ONLY

MILL & FACTORY

A CONOVER-MAST PUBLICATION

205 E. 42nd St., New York City . . . 333 N. Michigan Ave., Chicago

(A-8609)

"Announcing the Mighty Midget"



A Film Projector Priced for Universal Use

Sales managers, handicapped in the use of still-film projectors because of price—will welcome this new "Mighty Midget"—with new, radical optical development—big enough in power and light to take sales responsibility—low enough in price to meet the budget for smaller dealers.

Large corporations can now increase sales by selling "Mighty Midget" to small dealers and salesmen at an extremely low price.

"Mighty Midget" uses 35 mm still-film. Simple in operation. Weighs less than 1½ pounds.

A 1% increase in sales repays your investment—write for complete information at once.

L. E. Davidson Picture Service
775 Main Street Buffalo, N. Y.



LOW RATES

Comfortable rooms—
hospitable service
.... excellent inex-
pensive cuisine....

FROM FOUR DOLLARS
A DAY
COURT ROOMS—THREE FIFTY

MARK HOPKINS

OR

THE FAIRMONT

HOTELS

OVERLOOKING
SAN FRANCISCO

How Viviano Is Preparing to Make 1935 Advertising Pay

(Continued from page 266)

each grocer 50 free packages for a ten-case order and 25 for a five-case order. Each grocer sends to the Viviano company a list (blank for which is attached to Mr. Viviano's letter) of 50, or 25, of his best customers. Mr. Viviano then mails to each name on the list a letter 'which you are to redeem for a free package of any Viviano de luxe quality products on the purchase of one package.'

"We, in turn," Mr. Viviano tells grocers, 'will redeem for you each letter for 10 cents cash, provided you present the letters either by mail or through our sales representatives within 60 days.'

"In the event you now have a supply of Viviano de luxe products in stock, we will gladly permit you to purchase the difference between your present stock and the required quantity to make you eligible for the letter deal. For example, if you have two cases in stock and desire the 25 letter deal, you will purchase an additional three cases.'

A Gardener, Not a Barker

"This offer is of value, of course, only in introducing our products to new accounts," Mr. Ponder pointed out. "To continue it beyond that point would involve too much cost. We adopted it to develop what might be called an 'effective nucleus' of retailer customers and consumers. Regular consumers, we believe, are glad to pay the two for 25-cent retail price. The number of free packages we have distributed in New York has been less than one-half of one per cent of our total volume.

"I believe strongly in display advertising, and have recommended the use of newspapers and other media to entrench various products I have handled. But I believe even more strongly in the old saying, 'Products that cannot be sold without advertising cannot be sold with advertising.' I welcomed the chance to tackle the Viviano line on its direct sales merits alone.

"All my business life, in fact, I have looked for a company that wanted not a barker but a gardener—a representative who would take a product, nurse it along carefully, help it to sink roots wide and deep into a market. Independent grocers and job-

bers can be more helpful in this than the chains. Not until we have twice the number of independent outlets we now have—we expect to have that number by November 1—will we start newspaper advertising. This will be confined at first to only one newspaper. We are working on the basis of not spending a dollar till we have a dollar to spend. The products will not be available to chains till, as a result of this advertising, people come in and ask for them.

New York, Cemetery of Hopes

"If New York offers the greatest sales opportunity for consumer products, it is also the greatest burying ground of many manufacturers' hopes and profits. The percentage of mortality among manufacturers here is discouragingly high. Most of them try to blanket the market too quickly. Any means, and almost any expenditure of money, seem to them justified, if they can put their products on sale in a lot of New York stores and induce some of New York's millions to take them off the shelves. These manufacturers forget that though New Yorkers are numerous they are also fickle. At least some of them are fickle enough to be seeking continually the best deal and the best price bargain. Few manufacturers are strong enough, in price, in resources, in merchandising ideas, to keep the loyalty of this group, by pressure methods, for long.

"But many New Yorkers, like other people, have more enduring loyalties. They are concerned, not with the 'offer,' but with the product. They can be induced to buy and continue to buy products that please them.

"Now, please don't write this Viviano piece as a success story. It is too early yet to talk that way. Besides, success always is difficult to define. . . . Instead, let's try to put a moral into it. I'd like to suggest to other manufacturers who may be doing well enough elsewhere in the country and who feel that they lack only New York to make their joy complete, that they cross the Hudson cautiously.

"You may tell them, for example, that New York was not built in a day. (It has never been won in a day, either.)"

100,793 Women "Bossed" Our 1933 Product Design Job

(Continued from page 261)

Many women have installed electrical refrigeration, not only because of its superb convenience, but as well because it provides a conversational topic by which they may appear to possess something which their friends do not have or in order to say that they own what their friends already have. All women are trying to climb up to some class just above them or to gain pleasure in being envied by some class just below. Every woman strives to possess some advantage not held by others of her acquaintances.

Because of this trait, women are great imitators. They follow all sorts of suggestions made by those whom they recognize as social leaders. Thus the American woman copies styles of movie actresses, beauty treatments of queens and bedroom settings of dowagers. Let the president of the literary club in any small city buy some new home appliance and everyone attending the next club meeting will start scheming how she may own one as good or, preferably, better.

"Progressive Dissatisfaction"

This is the feminine avenue for ambition just as the quest for power, responsibility and business position is man's. It is the greatest force for advancement of American living standards. It is a trait to be proud of—creating progressive dissatisfaction which is responsible for the constant striving for something better. It keeps markets alive. It facilitates the sweep of change, that verve and dash and vogue and clash that provide such tremendous business opportunity. We should be thankful that the American woman is as questful and intelligent as she is. And we should be doubly thankful that she now controls consumer purchasing. She is doing a more beautiful and more economical job of it.

Back in the days of the sighing seashell and what-not, the Indian sign and peg-leg trousers, horsehair upholstery and cotton stockings, many industries flourished in time-rutted contentment. They have since passed their way. Today, little purchasing attention is given to things that do not afford some pleasure in being talked about.

It is, as I see it, relatively easy to plan to get the American housewife's favor, although it may, at times, be

hard to execute. It is simply this: Give her something in or about your product that she will love to talk about; some vital difference that she will enjoy mentioning to her friends.

This "discussable" something must be very real and vital. It certainly won't be a difference in price for a woman will keep her mouth shut about any price, unless it appears so unusually high as to stamp the article as having some other distinction. One seldom hears a woman say to her friends, "I bought the most darling dress for 59 cents." Price-cutting stops feminine discussion. The tremendous word-of-mouth advertising values otherwise attainable are derelicted in much of our bargain pricing today.

This "talkable difference" should have a vital bearing on the appearance and performance of the product. To a great degree we believe we have achieved this through the exclusive distinction of the rollator mechanism and the advance styling of our 1933 cabinets. As a result Norge's "conversational velocity" has increased amazingly and its sales likewise.

Industries Will Unite in National Campaign against Substitution

Under the sponsorship of a group of business executives, among whom are said to be Walter Chrysler, Ivy Lee and members of General Motors, the Consumers Anti-Substitution Bureau has been formed at the offices of the Forty-second Street Association, New York, to educate the nation's consumers to the importance of getting the grades and brands which they order, and to initiate prosecutions against commercial counterfeiters.

Edward W. Forrest, executive secretary of the Forty-second Street Association, is directing head of the movement, which already embraces three leading industries. Several others, Mr. Forrest said, are expected to be added soon. The industries principally affected by substitution are food, oil, cosmetics and drugs. The motor car interests are concerned through the substitution of motor car parts and accessories.

One drug company alone, Mr. Forrest pointed out, is now spending \$120,000 a year for this purpose.

AKRON'S Weekly Payroll Increased More than \$140,370

Mr. Vincent S. Stevens, adjutant of the drive to get people back to work in Akron, has given the city a report of its progress. The report shows that 346 employers out of the 740 to whom NRA questionnaires were sent added 2,339 workers to their payrolls between August 1 and 15. Since April 1 the same number of employers added 12,424 workers, and laid off only 108. With wage increases and increased employment the Akron payrolls for 218 of the firms reporting are now running \$140,370 a week above the August 1 level.

Akron Beacon Journal

Dynamic "Young" Men



who are successful sales managers do not take chances on improper personal appearance "killing" a sale.

They also know that the best "buy" usually has a bit greater initial cost—but that it's worth it and more.

You are invited to visit our new establishment and see a large and fine selection of Fall and Winter fabrics. You, we are sure, will find our clothes, design and workmanship as well as high values, worthy of your purchases.

BRyant 9-7495

Shotland & Shotland

...Custom Tailors...

374 FIFTH AVENUE (at 47th Street) NEW YORK CITY

Sales Manager Wanted

THE COMPANY: Long established, conservatively progressive.

THE BUSINESS: Food—a growing market.

THE TERRITORY: Mainly New York State.

THE ORGANIZATION: Sound, cooperative.

THE PERSONNEL: A large group of carefully selected salesmen.

THE MAN WANTED: Unquestionably high character, between 35 and 50, successful business record, preferably with few changes, a hard worker, ready to tackle a real job.

Correspondence confidential, of course.

Address:

SALES MANAGEMENT

Box 382

420 Lexington Avenue

New York, N. Y.

MAILING LISTS

Pave the way to more sales with actual names and addresses of live prospects. Get them from the original compilers of basic list information—up to date—accurate—guaranteed.

Tell us about your business. We'll help you find the prospects. No obligation for consultation service.



FREE
60 page Reference
Book and Mailing
LIST CATALOG

Gives counts and prices on 8,000 lines of business. Shows you how to get special lists by territories and line of business. Auto lists of all kinds. Shows you how to use the mails to sell your products and services. Write today.

R. L. POLK & CO.

Polk Bldg.—Detroit, Mich.

Branches in Principal Cities

World's Largest City Directory Publishers

Mailing List Compilers. Business Statistics. Producers of Direct Mail Advertising.

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COMMERCE
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42 Broadway 33 West 42nd St. 80 Maiden Lane
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PHOTOGRAPHS

Tin Can Giants Advance on Oil: Win Sinclair, Tide Water, Gulf

(Continued from page 256)

company salesmen give figures of losses through "substitution, adulteration and other destructive measures that steal sales"; mention that one refiner, in a survey, found that 46 per cent of his dealers were substituting other oils for his brand; tell of tests made by refiners after adoption of cans which revealed sales increases of 25 to 200 per cent.

Prolific in Promotion

Equally important are the can companies' efforts to induce wholesalers, dealers, consumers, to demand their brands in sealed cans. Continental is now sending a letter to 9,000 oil distributors and jobbers, asking each for the names of their 20 best dealers—receiving 15,000 names in the first three days. If all the wholesalers comply, Continental's list would total more than half of the filling station outlets in the country—and doubtless the better half of them. Each dealer will receive a 38-page manual, "Greater Profits from Motor Oil in Sealed Cans." The book is in the format of a "can." Fifty thousand dealers were given advance notice, in a "telegram" delivered by Western Union messengers, of the launching, August 30, of Continental's newspaper campaign. A leather-bound folio of "The Modern Way of Marketing Motor Oil" has been prepared for presentation of the whole question of "canned oil" to refiners and wholesalers, and *Canned Oil News* keeps jobbers and distributors abreast of the developments in the move to change the selling habits of the oil industry. Continental's 10,000 employees and 22,000 stockholders have been asked to pass the word along to their friends and to buy their own oil in cans. In addition to its consumer advertising, Continental is also releasing a leaflet in rotogravure to tell motorists why they should buy oil in sealed package form. This will be distributed by the million through gas stations and garages.

American is issuing to dealers a book entitled, "I Jumped My Oil Sales 50 Per Cent."

Both companies have been using trade journals (one to six pages an issue each) for several months.

Chiefly for food products and tobacco, and lately for beer, American is believed to sell between 45

and 50 per cent of the nation's "tin" containers (they consist of far more iron than tin) as against between 20 and 25 per cent by Continental. Strong and conservative, it has operated since 1901 under the direction of F. S. Wheeler, chairman, and H. W. Phelps, president, and the indirect supervision of J. P. Morgan & Company. Continental in 1930 elevated Carle C. Conway to chairman and O. C. Huffman to president. It is under the financial supervision of Goldman, Sachs and Lehman Brothers. With assets last year of \$193,000,000, American's net income was about \$11,000,000—\$12,000,000 less than its record of 1930. Continental, \$74,000,000 in assets, had a net income of \$5,000,000 in 1932—\$4,000,000 less than its record of 1929.

Though together the two virtually are the can industry, and the prime financial support of the National Canners' Association, any suggestion of "combined action" between them to divide up the oil or other markets is hotly denied on both sides. But both sometimes get together, through their association, to tell of the merits of cans, as against glass containers.

Must Fight Established Ideas

Doubtless they are agreed in this instance in helping oil refiners overcome the belief, instilled by the Society of Automotive Engineers and other groups, that old oil, filtered, is better than new, and the impression in some quarters that motor cars are now being made so ruggedly that the consistent use of "any old oil" does not affect appreciably the runability of a car nor the duration of its life.

They are also agreed that the new method eventually will "revolutionize" motor oil marketing. Says Mr. Searle: "We look forward to seeing this winter a definite swing toward motor oil in refinery-sealed cans. By next summer we expect this practice to be established."

Spinach in Pills

Small boys may or may not be interested to know that "spinach" is now available in pill form. Chlorosalsterol, an extract from fresh green leaf plant tissue—full of mineral and organic salt complexes, protein, carbohydrates, pigments and fats, and a half dozen vitamins—is being placed on the market as its synthetic equivalent by Salsterol Laboratories, Inc., 131 State street, Boston.

Kings' Denounces Defamers, Pushes "Purity"

(Continued from page 255)

Kings is said to insist on an exclusive relationship. Stories have been told of new restaurateurs and beer gardeners who have been persuaded, often at the last moment, to switch from their intended brand of Kings'. Usually this is effected painlessly enough, but sometimes there is said to be an argument. According to newspaper reports, on Tuesday evening, September 12, two men entered the beer garden of Frank Memroff, at 326 Sutter Avenue, in the Brownsville section of Brooklyn. Mr. Memroff and his wife, Emma, were alone.

"Why don't you buy our brand of beer?" asked one of the visitors, mentioning a certain well-known brand.

"It's not popular in this section," replied Mr. Memroff.

"Well, you're going to handle it—and you're not going to handle any other kind."

When Mr. Memroff continued to protest, the other visitor interrupted: "Let's give them the works!"

Picking up chairs, the two swept glasses and fixtures to the floor, shattered mirrors. One produced a knife and lunged at Mr. Memroff. When Mrs. Memroff stepped between the other knocked her unconscious with a chair. But when Mr. Memroff picked up a carving knife from the lunch bar, the two fled.

A detective of the 73rd precinct station in Brooklyn admitted to SM that the fight was between Kings and Ebling's brands of beer. He did not know—or at least he would not say—which was responsible for the raid.

Chairman Mulrooney of the Alcoholic Beverage Control Board is looking into this situation.

Let it not be thought, however, that Kings' ability to persuade retailers is due wholly to its alleged impressive entrances. They really have an eloquent sales talk. It is rumored that no Kings' retail outlet of any kind—store, restaurant or whatever—has had any trouble with the authorities over alleged infractions of the liquor laws.

"Some people," says one executive, "even have accused us of refusing to employ Irishmen. We counted our Irishmen," adds he. "I think the total was 60." At any rate, SM discovered that the two official greeters (or bouncers) at the plant seemed Irish enough.

The presence of so many Irishmen in the Friedman fold may or may not support the charges of promiscuous impurity. Being somewhat Irish himself, the reporter would like to believe that they do not.

BARGAINS IN LUXURY



For as little as \$3.00 a day you can enjoy the luxury and Minute Man Service of this famous hotel. Located in the smart Grand Central Zone, one block from Park Avenue. Restaurant prices are amazingly economical, too—luncheon 65c and dinner with dancing, \$1.00, in the cool, carefully conditioned air of the Silver Grill.

HOTEL LEXINGTON

48TH AND LEXINGTON AVENUE • NEW YORK

Under Ralph Hitz Direction • Chas. E. Rochester, Manager

Other Hotels under Ralph Hitz Direction: Book-Cadillac, Detroit; Netherland-Plaza, Cincinnati; Ritz-Carlton, Atlantic City; Van Cleve, Dayton

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display. Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

SALARIED POSITIONS \$2,500 TO \$25,000. This thoroughly organized advertising service of 23 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

LINES WANTED

LET US COVER NEW ENGLAND FOR YOU. We handle manufacturers' accounts direct to Gas & Electric utilities. Also to plumbing supply jobbers. If you wish this market—write H. H. Skinner Co., 250 Stuart Street, Boston, Mass.

SALES FOR SALE

SEASONED SALES EXECUTIVE WHO HAS been producing sizeable profits during depression years seeks an opportunity with an aggressive manufacturer. National experience in diversified consumer and industrial merchandising. A keen thinker who can recognize new uses and new possibilities in products he is merchandising. A capable sales director who can perform in the field as well as secure profitable results from

others. Age 40, college graduate, Protestant, six footer with excellent personality. Ample proof of ability. Address Box 381, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

POSITION WANTED

SALES EXECUTIVE OR SPECIAL SALES REPRESENTATIVE anxious to make permanent connection. Have had broad experience in analyzation work, and personal contact for large corporation for number years. With last connection fourteen years. Thoroughly familiar with Atlantic Coast States and willing to travel. Live in New Hampshire and would like to represent a going concern in New England. Address Box 383, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

PULLING AN INDUSTRIAL PUBLICATION out of the Past Depression. That's the job I want. Efficient Organizer and Manager. Successful Space Seller. Can write advertising copy and pinch-hit for Editor when necessary. Now Business Manager, well-known New York Monthly. Address Box 384, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

YOUNG MAN, SINGLE, COLLEGE GRADUATE, with wide contacts, seeks opportunity to build permanent career in sales promotion and advertising department of progressive manufacturer. Selling experience ranges from Diesel engines to advertising agency's new business department; copy and direct mail experience heading mail sales department of leading financial advisory service. Salary secondary. Excellent references. Immediately available. Winton Brown, 440 Riverside Drive, New York, N. Y.

TORONTO
MONTREAL
WINNIPEG
LONDON, Eng.

GIBBONS KNOWS CANADA

REGINA
CALGARY
EDMONTON
VANCOUVER

C o m m e n t

SUPER MECHANIZATION: As NRA comes nearer to settling down to being the order of the day, it becomes increasingly apparent that those industries are relatively more fortunate in which labor cost represents a comparatively small proportion of the total retail price. In such cases, there needs to be a correspondingly small advance in prices at the selling end, but, conversely, where labor costs represent a large proportion of the total sales price, the new price levels necessitated thereby bid fair, on at least a temporary basis, to jeopardize seriously the volume of consumption. Many manufacturers will be hard pressed to wait for increased purchasing power to come to their rescue. With labor costs fixed at a minimum level, they will turn to mechanization as their "white hope" of being able to lower their prices and thereby increase the volume of consumption for their products. . . . **SALES MANAGEMENT** believes this trend will rapidly become one of major size and consequence. We think a tremendous and irresistible impetus has been given by NRA to further advances in the mechanization of industry as well as to wider use of all kinds of automatic equipment and devices in office use and in sales routine. Most business men believe the United States has already established phenomenal records for mechanical efficiency, but what lies ahead (and in the not far distant future at that) can probably be described only by that over-used word "Super." In other words, we are even now galloping into "the age of super-mechanization." That politicians, labor leaders and others can face this outlook with equanimity is impossible, but it must be faced.

WHAT ABOUT BANK CREDIT? Officials of the Roosevelt administration, even as was true in the Hoover administration, are addressing gatherings of bankers and are making front page copy for the newspapers with behests for the banks to loosen up and loan money to business. Most of this talk is nothing short of fol de rol dol. It would be wiser to concentrate on the practical ways and means of expanding credit rather than to continue to harangue about the impossible. . . . With conditions as they are, banks would be nothing short of foolish to loan money where it is not safe and liquid. Unfortunately, the bank money immediately available is vastly in excess of the demand for such loans. On the other hand, if the banks start making capital loans, illy secured loans or frozen loans, they will be vigorously criticized by the very Government that urged them to loosen up. Moreover, with the issue of deposit insurance

coming to a head between now and the first of the year, it is unthinkable that banks will continue to be other than ultra-conservative. . . . The plea to banks to let the Government buy preferred stock is similarly ridiculous in the case of the highly liquid banks that cannot find a safe use for their existing funds, let alone additional funds represented by the sale of preferred stock to the Government. . . . The truth grows clearer every day. Expansion of credit constitutes a decidedly better method of reflation than inflation through greenbacks. Yet credit expansion can come only through the Government itself, at least until enough headway has been made to justify a reversal of attitude on the part of commercial banks and private investors. The longer tangible action along this line is put off the less likely are NRA and the whole trend of recovery to work out without material setbacks. . . . The Government can produce results if it wills to do so by such measures as (a) radically reducing interest rates on all types of RFC and government loans; (b) expediting by every means at its command the public works program; (c) bringing positive, effective and sizable relief in to the mortgage situation; (d) decreasing collateral requirements on certain RFC and other loans. Further, by Governmental recognition that (e) The real estate market is bound to be dead so long as new and renewal mortgage money is virtually non-existing; (f) Bank depositors, whose hard earned, *conservatively* handled moneys are still locked up in banks, represent withheld purchasing power running into billions; (g) Conservators do not need, as is now happening, to force liquidation of loans due closed banks to a point where bankruptcies are forced and amortizations required that are clearly beyond the current ability of debtors to meet; (h) Railroads need credit to put their equipment, including roadbeds, into proper and *safe* shape. We could go on. . . . The point is this: If there is going to be any real loosening up of credit, the Government itself has got to start the ball rolling. If the Government believes, as it has indicated, that a loosening up of credit is essential to a return of prosperity, it is up to the Government to practice what it preaches and loosen up *first*, before jumping on the back of those who in the last analysis must base their policy on that of the Government. . . . President Roosevelt himself is said to have remarked that if NRA and all that goes with it fails he will not go down in history as the worst President of the United States, but as the last President. Ominous words. And indicative of the need for the Government to practice what it preaches with respect to a loosening up of credit. The banks can be depended upon to do their part if the Government does its part *first*.

Ray Bill